

**Office of the Mayor
The City of Harrisburg**

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Stephen R. Reed
Mayor

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November 24, 2009

**To - Members of City Council
and
The Citizens of Harrisburg**

I hereby transmit the proposed City Budget for calendar Fiscal Year 2010.

There is no tax increase.

This budget reflects the ten additional police officers being hired in the month of December, who begin their police academy training in early January. This will bring to at least 34 the number of officers hired in 2008 and 2009. The City's success in securing grant monies has covered much of these costs. With the very recent graduation of the most recently hired eleven police officers, we are now establishing permanent Walking Patrol Districts. The Police Bureau has always had some extent of walking patrols but not on a continuous basis. As additional officers come into the field next year, the number of Walking Districts can be increased, too.

The preparation of this budget and, indeed, the operation and adjustment of the present year budget have been done in the midst of the worst economic recession to affect the Nation since the 1930's. The effects of this national economic circumstance are now being felt in Harrisburg and it is clear these effects will continue to be visited upon the City during at least the coming fiscal year and probably into 2011.

Given the diverse operations of city government, the annual budget preparation process is a tedious one. We are affected by an extraordinary array of constantly changing dynamics, most of them involving external matters over which a local government has little or no control.

For purposes of illustration, I shall cite some examples:

- **The final State Budget, adopted 101 days after deadline, cut the City's fire protection appropriation by \$253,000, which represents an immediate loss of this sum in this year;**
- **Almost exclusively related to current economic pressures, the collection rate on utilities has dropped, reducing these revenues which not only affect the individual utility funds but also, by extension, the General Fund;**
- **With the expiration of the ten-year rate caps imposed on electrical energy companies in Pennsylvania on January 1, 2010, the costs for this energy immediately rise thereafter; the higher rates with PPL Electric Utilities, which vary according to the specific tariffs applicable to different City facilities and functions, has been successfully mitigated to some extent; we have just completed a successful negotiation for electrical energy supply at a rate 17.3% less than what we would otherwise be paying PPL; still, we shall be annually paying \$320,036 more for electricity than we have in each of the past ten years;**
- **The City, after a request-for-proposal process publicly conducted, has chosen an energy consultant to do a top-to-bottom review of existing City facilities; preliminary indications are that substantial energy conservation measures can sharply reduce energy use and thus produce savings; the initial report on this is due in January and we will then have a clearer picture of both the savings and the costs for conservation work and the timeline in which all this can occur; since these costs and savings are not yet known, they are not incorporated into the budget draft;**
- **Certain tax revenues have declined, notably with transfer taxes on real estate transactions---a clear reflection of the slowed real estate market in this period of recession;**

- **The costs for city employee health, dental and prescription benefits actually drop for the Year 2010, by \$392,214 below the budgeted 2009 level;**
- **There are some personnel cost savings projected as a result of so many veteran City staff departing City service;**
- **As a result of the Nitrogen Removal Project initiated by Pennsylvania and contiguous states, to restore the waters of the Chesapeake Bay, the Harrisburg Advanced Wastewater Treatment Plant is required to meet expensive new mandates related to its operations; the initial first cost of this is reflected in the 2010 Budget by the new annual expense of \$103,125 to purchase nutrient credits;**
- **The Budget includes the hiring of at least two additional firefighters;**
- **The City, even through competitive public bidding, has experienced a \$95,000 increase in the costs of chemicals for the water utility operations;**
- **Starting in the second half of 2009 and continuing into 2010, we have \$440,000 less cost associated with lubricants, gasoline and diesel fuel for vehicles as a result of securing more energy-efficient vehicles and due to somewhat lower market costs for oil and fuel, which the City purchases on a bulk bid basis to achieve best pricing;**
- **For 2010, there are no management employee raises included in the budget, making this the third year out of five years that this has occurred; the raises for non-managerial staff are those already required by the three collective bargaining agreements currently in place;**
- **U.S. Postal System postage rates increased in mid-2009 and carry into 2010, of course, reflecting a higher cost to the City for required mailings of such items as the monthly utility billings;**
- **Through a competitive proposal process, the City has achieved a premium reduction over 2009 costs for its stop loss insurance coverage;**
- **Managerial and administrative costs have been cut in many areas and some of this has been accomplished by restructuring the city governmental**

organization; earlier this year, the three divisions of the Bureau of Operations and Revenue were rolled into a single unit and the Bureau of Building Maintenance, always a component of the Department of Public Works, was incorporated into the Bureau of Operations and Revenue, too; Building Maintenance personnel operate only in the City Government Center and McCormick Public Services Center and it makes sense to have them as a part of the bureau in the Department of Administration that handles operations; the savings here include having only one bureau director, instead of two; further, the Office of The City Engineer is now incorporated into the Department of Public Works, instead of being a separate entity unto itself; the Engineering Office's work more relates to items related to public works than any other department; the same is true for the Mayor's Office of Economic Development and Special Projects, now being incorporated into the Department of Community and Economic Development as a bureau; there are administrative and other savings by these realignments;

These listed items are but a glimpse of the many changing conditions that must be considered in crafting an annual budget plan.

For 2010, however, there is a further major inclusion that makes all others pale in comparison. It is the matter of the Resource Recovery Facility (RRF) debt---commonly but inaccurately called the Incinerator debt (inaccurate because the facility does far more than the mass burning of municipal solid waste.)

Much has been said on this subject. A brief retrospective may help.

The Resource Recovery Facility was built in the late 1960's. At the time, it was considered state-of-the-art and intended to provide the City and region with a long-term disposal solution for municipal solid waste and certain types of other permitted wastes.

By the early 1980's, the Facility was operated only at 25% of capacity due to poor maintenance and other issues. The new Administration secured the services of a top professional in the industry, then working for the City of Chicago, who came to Harrisburg and guided the staff and new managers into putting the facility into proper operation.

For years thereafter, the Facility, for the most part, functioned reasonably well. There were years it made a profit, which accrued to the benefit of the General Fund.

In the early 1990's, state law was adopted that mandated every county develop a solid waste management plan. At that time and for the preceding years, the Harrisburg RRF was disposing of most of the waste from Dauphin County and the area.

The ultimate Dauphin County Plan completely excluded the Harrisburg RRF from receiving any waste, other than the City's waste. Cumberland County took similar action in their county plan.

Thus, almost overnight, most of the waste-burning business of the plant was taken away. The exclusion of the Harrisburg RRF was viewed by the City as extraordinarily arbitrary and unacceptable. The City filed legal action. Over the ensuing years, after a protracted litigation process, the City eventually prevailed and the Harrisburg RRF was allowed into the county plans as an approved disposal site.

By then, though, the extreme fiscal damage had been done. The Plant, due to the loss of so much local business, was forced into a deficit operating mode and was a drain on the City's General Fund.

Meanwhile, the U.S. Congress adopted new provisions for the Federal Clean Air Act, the effect of which was to mandate that facilities, including the Harrisburg RRF, must undergo a major and expensive retrofit. As a practical matter, many of the original plant components had reached their maximum useful life, so other retrofitting would have soon been necessary, as well.

A competitive process for seeking proposals was conducted. The firm known as Barlow and Associates of Colorado made the lowest cost proposal, utilizing patented new technology already in use at other sites.

For more than a year, the Barlow proposal was extensively reviewed. The independent engineering firm serving the City reviewed it. City Council hired its own engineering firm to do the same. So did the Dauphin County Commissioners.

In all these separate, independent reviews of the Barlow plan, not one review raised the question that the Barlow Project budget was seriously under-estimated. It was only well into the project's actual implementation that this circumstance evolved.

I think it fair to say that none of us---not City Council, not the County Commissioners and certainly not this office---would have approved the Barlow Project if we knew then what we know today.

This, of course, does not mitigate where we find ourselves in terms of the facility debt for a plant that does not currently produce sufficient cash flow to pay the debt and which revenues essentially only cover plant operating costs.

During 2009, the City has made major payments on the year's RRF debt costs. In other instances, the Debt Service Reserve Funds were drawn upon. To a limited degree, the County was called upon to make some payments, since they are a secondary guarantor behind the City for some of the facility debt.

For 2010, the City is now mandated to include replenishment of the drawn upon Debt Service Reserve Funds in the annual budget and further required to list the other facility debt expected to require a City payment. This includes the 2007 Working Capital Fund, the entirety of which is due for pay-off in 2010.

All these numbers are represented in the Debt Service Fund component of the 2010 Proposed Budget.

Clearly, it is necessary to aggressively undertake a variety of action steps. No single step will, alone, address the issue but, in combination, the overwhelming majority of the RRF debt issue can be addressed.

There has been discussion that seeking Act 47 Designation for Harrisburg is the solution. This suggests that the state government would enter the picture and pay for most or all of the debt. The State will not take responsibility for this debt.

Another suggestion has been to seek bankruptcy protection. A U.S. Bankruptcy Court has a degree of latitude in being able to order some or all of the action steps being outlined in this budget transmittal and they can further additionally order a City tax increase which this budget does not propose and which can be avoided if proper and timely actions are successfully taken.

Moreover, if Dauphin County would further pursue reimbursement of what they have already expended on covering a small portion of 2009 debt payments, the County Court, if favorably considering a County petition in this matter, is essentially limited to ordering a tax increase which, as stated, is not a preferred option for Harrisburg.

Instead, we and associated entities must act. It could be said that these actions steps could already have been taken and this would be true. At this point, however, we do not think it useful to revisit this point. We cannot go back in time but it must also be clearly

understood that if the City and the associated entities do not act, in the future, others will and will do so without consideration of City concerns.

Addressing Resource Recovery Facility debt requires that:

- (1) Most of the Harrisburg Parking Authority assets be long-term leased; after a competitive request-for-proposal process, the highest proposer, whose offer was well in excess of any others, put forth a \$215 million offer; that offer remains essentially available still; the funds, after paying closing costs, would be used first to retire all Parking Authority debt, as this would be mandatory since the collateral assets and their cash flows would no longer be pledged to the Authority bond payments; this would represent a cost of \$100 million, depending upon market conditions, and could be a bit more or less; the remaining funds would go entirely toward RRF debt.

This offer included that no Parking Authority employee would lose his or her job, that every employee would be receiving a compensation increase, that additional hirings would likely occur over the next two years, and that the City would continue to receive all parking tax revenues to the General Fund, along with other revenues attendant to the parking assets being managed by a for-profit entity.

This long-term lease also means that any and all maintenance, repair and replacement costs, including the costs of eventually replacing older parking garages in the future, would shift to the parking operator and would not involve new Parking Authority debt in the future which, incidentally, is City guaranteed debt.

The benefits from this are several---\$100 million in Parking Authority debt already guaranteed by the City would be eliminated, over \$100 million in RRF debt would be wiped out, jobs would be preserved, and some City revenue streams would remain intact for the City's General Fund.

A short-term action that is available would be to sell the City-owned land, on which three Parking Authority garages are built, to the Parking Authority. This would raise \$10 to \$12 million. While this would give some more immediate cash for use with 2010 RRF debt, the fact remains this would be a case of having the Parking Authority issue new debt to be retired as and when a long-term lease of the Parking Authority assets would go into effect.

- (2) That the Resource Recovery Facility be transferred to private ownership through a lease-to-purchase agreement; presently, since the Facility is under-performing, the market

value of the Facility would be at one amount; enhancing facility revenues and performance, however, would increase its long-term value and, hence the market value;

These enhancements would include, at a minimum:

- (a) Re-establishment of steam sales to the Downtown District heating and cooling system, which would also involve restoring the existing underground transmission line between the two facilities or placing an above-ground transmission line that is easier to access for maintenance purposes;
- (b) Increase revenue from the sale of facility electrical energy that is co-generated by steam being fed through the turbine-generator of the co-generation component of the Plant; with electrical energy rate caps going away starting January 1, 2010, energy can be brokered at varying rates; it is preferred that most of the facility energy be long-term committed with set rates, to provide cash flow certainty, and a minimal amount of energy available for market sales when price fluctuations go upward to maximize revenue opportunities;
- (c) Aggressive marketing to increase the waste stream being process at the Facility;
- (d) Better enforcement of the County Solid Waste Management ordinance that requires all municipal solid waste generated in Dauphin County go to the Facility (we know that some does not);
- (e) Marketing of the aggregate materials (ash) that are an end-of-processing product for use in various construction materials, such as highway barriers, which reduces the ash piles now at the Plant, reduces future costs of disposing of ash to off-site locations, and would produce some new revenue;
- (f) Undertake additional alternative energy generating components at the Facility and on its contiguous land areas, including wind energy, and undertake comprehensive market research to develop additional waste disposal processing components to take on "niche" waste items, for which long-term disposal needs exist and which cannot be incinerated in the main Facility's three furnaces; the engagement of energy and waste consultants can accelerate the identification, costing and undertaking of these two initiatives;

The preferred lease-to-purchase agreement would be, for example, for an initial lease period of five years, during which time the facility enhancement would be emplaced; the agreement, which would set forth a minimum end-of-lease purchase price, should include escalator clauses so that with facility enhancements, the purchase price increases to reflect long-term enhanced revenues. All proceeds from the lease period and ultimate sale would go toward RRF debt.

- (3) Sell or long-term lease other City assets, notably City Island and the Broad Street Market; all proceeds would go toward RRF debt;
- (4) Restructure existing water and sewer bonds of the Harrisburg Authority; while this seemingly is unrelated to the RRF debt issue, a restructuring, especially at today's lower market interest rates, increases the available water and sewer funds' cash that is transferable to the City for reuse toward RRF debt;
- (5) Establishment of new fees and update longstanding existing lower fees on a department by department basis throughout City government, the effect of which is to raise added City revenue that is then available for General Fund purposes, including the RRF debt;
- (6) Refinance the 2007 Working Capital Bond of The Harrisburg Authority, all of which is due and payable during 2010; a refinancing reduces this obligation to a much lower annual amortization payment; this is, however, a short-term action; the preferred course would be to retire this bond entirely, when due in 2010, by taking steps listed in this transmittal;
- (7) With the aggressive and timely undertaking of these action steps, it is believed that the County would revisit the question of whether the County trash disposal rate should be increased; the County has been unwilling to take such an action without a comprehensive plan being pursued to address the overall RRF debt issue; such a rate increase, incidentally, would be an enhancement to the Facility's long-term cash flow projections and would result in a higher facility purchase price under the escalator clauses of the lease-to-purchase agreement.

These and other, smaller steps will go a long way toward resolving this matter.

The City and its associated entities must move forward with action steps. While some of these steps may be matters of dissention, the obligation becomes to identify alternatives to these steps that would achieve the same long-term resolution of RRF debt. All additional feasible options should be considered, if any are offered.

In other budget-related information, I should note that the Neighborhood Nuisance Abatement Unit, formed at the start of 2009 and which has been effective since, is continued in the 2010 Budget.

We should note that we have retained in this budget Harrisburg's pioneering two-tiered tax rate system through which the tax rate on buildings is only one-sixth the tax rate on land. This is a key economic development policy.

It serves to induce the highest and best use of land and rewards investment in doing so. It serves to produce a tax savings for the overwhelming majority of property owners over the single tax rate system that is in use throughout nearly all of Pennsylvania and the Nation. It also serves to discourage real estate speculation that allows land to sit abandoned and unused.

Further, as we have done in the past two years, we shall rebate to all eligible senior citizens the difference between their 2010 real estate taxes and the taxes they paid in 2006.

It is also noteworthy that, during this year, the City of Harrisburg again received, for the 21st consecutive year, the Certificate for Achievement for Excellence in Financial Reporting. It is the highest award in the Nation for financial reporting and accounting.

For the 18th consecutive year, the City has also received the Distinguished Budget Presentation Award, the highest award in the United States for budgeting.

In these years, these were the first times Harrisburg received such recognition. In Pennsylvania, there are 2,566 municipalities. Only four of them have received these top two awards in the last annual round.

The Harrisburg Police Bureau has retained its status of national law enforcement accreditation. This is the highest recognition in the country for meeting high law

enforcement standards related to operations and training. Of over 21,000 police agencies in the Nation, less than 600 have attained and retained national accreditation.

For the 22nd consecutive year, the City received the Tree City USA Award for its conservation and environmental programs.

We can report that Harrisburg has maintained its certification under the National Flood Insurance Program. As a direct result of the upgrades in our emergency management and floodplain land use programs, the City has been upgraded four times to what is the highest rating for any municipality in Pennsylvania. The result is not only better protection for lives and property but also that city property owners and residents are entitled to a 20% reduction in the base premium costs for flood insurance when compared to rates outside the City.

Finally, amidst all the challenges and issues we face, we ought to reflect on how far Harrisburg has come, from when it was listed the second most distressed city in America.

In present time, we have extensive residential development through both new construction and the rehabilitation of older structures. It is happening citywide, from Uptown to Allison Hill, and dozens of other sites. City housing work has affected over 6,000 residential units to date.

The Northern Gateway Project is nearing its construction start and, with it, the further evolution of the Sixth and Seventh Street Corridors.

The Southern Gateway Project continues its detailed planning process, involving the area of the city between Chestnut and Paxton Streets.

The new Midtown Center of Harrisburg Area Community College is in full operation. Across the street, on two corners, the Campus Square Project, involving 75,000 square feet of space, is nearly done, with work on the other corner already completed.

A new hotel has opened on Wildwood Drive. An existing hotel completed major upgrades this year.

Arguably, the most exciting part of Harrisburg's economic development is the City's evolution as a center for education, a circumstance never before experienced since our founding as a borough in 1791.

As a matter of economic strategy, planning and action, our policies and efforts have very intentionally been to create a synergism and inter-connection between local education, higher education, workforce development and economic development.

The results thus far are measurable. The new Harrisburg University of Science and Technology is in its fourth year of operation and growing. Its new 16-story Academic Center and Fourth and Market Streets is completed and fully functioning.

The affiliated Science and Technology High School, a part of the Harrisburg School District and with a mirror curriculum to the University's, is now in its seventh year.

Harrisburg University is the first comprehensive university to be chartered in Pennsylvania in over 100 years. With its focus on the STEM skills of Science, Technology, Engineering and Math, its mission is to prepare the innovators and the workforce for the businesses and high-skill jobs that are fueling the 21st Century economy.

With Harrisburg's initiatives related to education, already can be seen the arrival of research, service and other employers. A technology corridor has emerged in the City.

In related endeavors and in addition to HACC's new Midtown Center, Messiah College has built and opened its new Harrisburg Institute. With the Dixon University Center, where major renovations and upgrades were dedicated last year, and with Temple University and Penn State University classes and programs in the City, there is now a critical mass of higher educational opportunity and offerings here to foster and support a new level of job creation, skills training and further economic development.

Fundamental to this array of progress has been the ability of city government to plan, develop, foster, spawn and stimulate these advancements. Most of it would not have happened in a vacuum for, as George Will accurately wrote, "the inevitability of progress is a myth"---a fact especially true for American cities.

Despite our challenges, these remain exciting times for Harrisburg. With vision, ardor, and unconditional commitment, we embrace the high ideals of public service. We embrace high purpose and noble goals in the abiding belief that for this City and for our Nation, our best days are still ahead.

This 2010 Budget is submitted in that spirit.



Mayor Stephen R. Reed

CITY OF HARRISBURG

2010 PROPOSED BUDGET



MAYOR
Stephen R. Reed

Submitted to City Council
November 24, 2009

CITY COUNCIL

Linda D. Thompson, President

Daniel C. Miller, Vice President

Susan Brown-Wilson, Member

Brad Koplinski, Member

Patty Kim, Member

Gloria Martin-Roberts, Member

Wanda R. D. Williams, Member

CITY CONTROLLER

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CITY TREASURER

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CITY OF HARRISBURG

2010 PROPOSED BUDGET

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Harrisburg
Pennsylvania**

For the Fiscal Year Beginning

January 1, 2009

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Harrisburg, Pennsylvania, for its annual budget for the fiscal year beginning January 1, 2009.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2010 Proposed Budget document. To find the exact location of this information, please refer to the Table of Contents. The major portions of the document are described as follows:

Introductory Information

This introductory information consists of a pictorial presentation of the City's **Elected Officials** and **Organizational Chart**, and a narrative describing the City's **Organizational Structure**.

Budget Overview

Contained within the Budget Overview is the **Budget and Finance** section. This section describes the financial and operating policies and procedures that guide the development of the City's budget. Additionally, the **Budget Summary** section provides the reader a series of financial summaries with information on revenues, expenditures, and staffing levels for FY 2010 and prior years.

Budget Detail

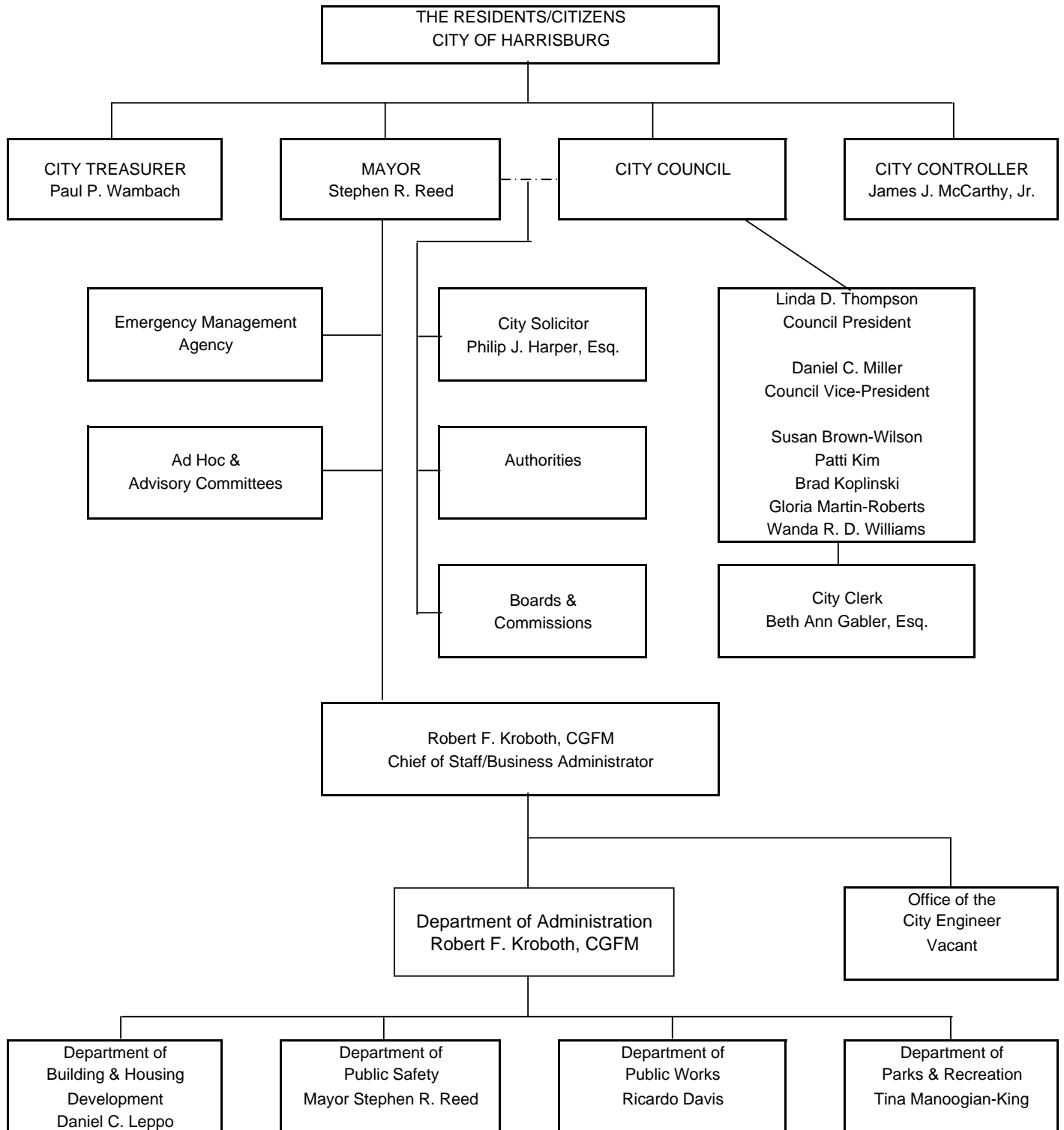
These sections contain information on FY 2010, as well as historical revenue and expenditure information for the **General Fund, Special Revenue Funds, Debt Service Fund, and Utility Funds** operating budgets. Within each is an organizational chart, a brief description of the services provided, and relevant performance objectives and indicators. This detail of fund and corresponding department budgets is represented according to:

- Description of individual programs - a listing of the department, bureaus, offices/divisions, and corresponding functions.
- Performance measures and accomplishments - listing actual performance of the department by program for FY 2006 - 2008 actuals and projected performance for FY 2009 and 2010.
- Summary of resources (projected revenue) and appropriations (proposed expenditures) - total fund budget.
- Detailed information on the staffing complement of all budgeted positions.
- Line-item detail - provides detail of revenues and expenditures for FY 2005 - 2007 actuals, FY 2008 Approved Budget, FY 2009 projections, and FY 2010 Proposed Budget. Revenue line-items identify specific funding sources. Expenditure line-items are categorized as personnel, operating, capital, debt service, grants, miscellaneous, and transfers.

Appendices

This section provides supplemental information on a variety of topics which are included in the **Glossary of Terms, Glossary of Abbreviated Terms**, and the City's **Approved Budget-Related Ordinances**.

CITY OF HARRISBURG ORGANIZATIONAL CHART



Note: Additional organizational charts are included in the budget document for each department to further illustrate the delineation of authority

CITY OF HARRISBURG

ORGANIZATIONAL STRUCTURE

The City of Harrisburg has a "Strong Mayor/Council" form of government. The Mayor is the full-time Chief Executive Officer, and City Council Members are the separate, part-time Legislative Body. The Mayor possesses the power to veto legislation. The veto would require a two-thirds vote of City Council to override. As the Chief Executive Officer, the Mayor prepares and submits his budget to City Council for review and approval. Organizationally, this provides the Mayor an institutional focus for planning, programming, and developing policy. In fact, the Mayor clearly and directly has the authority and responsibility to determine public policy relating to financial and administrative matters with appropriate oversight by City Council.

On, or about, March 19 (the anniversary of the City's Incorporation as a City in 1860), the Mayor provides the "State of the City" address at a public event. This address presents the general state of the City's finances and overall economy and describes the policies established in the fiscal year budget approved by the Mayor and City Council. The Administration is charged with the responsibility of carrying out the Mayor's policies as set forth by the Budget and in Executive Orders issued throughout the year. He provides specific direction through monthly Cabinet meetings held on the third Monday of every month, as well as through Executive Orders. The Cabinet meetings are as much a means for cross-communication among members as they are a forum for delegation by the Mayor. There are 20 members of the Cabinet consisting of all department and office directors, certain deputy department directors, and select staff members.

The Mayor, as chief executive, has the sole authority to select, direct, and oversee his Administration. As head of the Executive/Administrative Branch of government, the Mayor appoints the Business Administrator, whose appointment is confirmed by City Council. The Business Administrator is the Chief Administrative and Operating Officer of the City and Chief of Staff. This position is responsible for overseeing mayoral instruction to directors and deputy directors. With a top-down form of management, department/office directors and deputy directors are fully accountable for departmental operations. This includes overseeing supervisory line management to assure that the City's goals and priorities are met.

The formal organizational structure of the City comprises General Government operations and five departments: Administration, Building and Housing Development, Public Safety, Public Works, and Parks and Recreation. The City's administrative focus is the department. The largest organizational component within a department is the bureau. The structural design of the bureau is closely tied to service output or function. Bureaus provide separation of duties within each department. With responsibilities delegated at such a definitive level, many bureaus can be interpreted as local government programs. A further delineation by division/unit emphasizes the distribution of work loads to achieve a specific output. To evaluate this output, the Budget staff has incorporated policy objectives and performance measurements into the budget document to analyze the effectiveness and efficiency of service delivery. Meeting organizational goals and objectives is the ultimate outcome each department is attempting to achieve.

To account for departmental and office fiscal transactions, the City utilizes the fund basis of accounting whereby all governmental activities are accounted for through a series of distinct funds which include reporting entities to control resources and demonstrate compliance with various legal and budget constraints affecting government. The General Fund accounts for all resources not otherwise devoted to specific activities and finances many of the basic municipal functions. Other governmental funds include Special Revenue Funds, Capital Projects Fund, and Debt Service Fund. The City also has an expendable Trust Fund and three Utility Funds. The budget is organized by fund and is further identified by revenue and expenditure detail.

Some departments combine the operations of more than one fund. The Department of Building and Housing Development combines General Fund operations with Community Development Block Grant (CDBG) Fund operations. Additionally, the Department of Public Works combines General Fund and State Liquid Fuels Tax Fund operations with three Proprietary/Utility Fund operations. This is significant because the systems of two Proprietary/Utility Funds, the Water Utility (water distribution system) and the Sewerage Utility (sewerage collection, conveyance and treatment system) are owned by The Harrisburg Authority (THA) but, through management agreements, are operated by the City. Under the agreements, THA provides for capital improvements and finances operations through the establishment of

customer/user fees. The Sanitation Utility Fund also comes under the Department of Public Works but is owned and operated solely by the City.

The Offices of General Government, departments, and bureaus listed below are part of the General Fund with the exception of CDBG operations; Bureaus of Water, Neighborhood Services - Sanitation, and Sewer; and the State Liquid Fuels Tax Fund. Further discussion regarding the departments will involve a summary of the roles of management and supervisory personnel.

General Government encompasses eight offices, which include separate offices for elected officials. The Office of City Council is made up of seven at-large elected members headed by the Council President. The City Clerk provides technical and administrative support to City Council.

The Office of the Mayor is the administrative office for all mayoral activities. The Mayor, who is elected at-large, is the highest ranking official. Mayor's Office personnel include an Executive Assistant, an Assistant to the Mayor/Director of Communications, a Special Assistant, and one additional Assistant, who conduct the day-to-day business of this office.

The City Controller and the City Treasurer are part-time at-large elected officials. Each has an office to provide required public service. Both have full-time deputies who are delegated to carry out daily operations.

The Office of the City Solicitor, also referred to as the Law Bureau, is headed by the City's Chief Counsel, the City Solicitor, who is appointed by the Mayor and confirmed by City Council. This Office ensures that the policies adopted and actions taken by the Mayor and City Council fall within the limitations and authorities prescribed by federal, state, and local statutes and ordinances. Assisting the City Solicitor is the Deputy City Solicitor, Assistant City Solicitor, and support staff.

The Harrisburg Human Relations Commission consists of nine unpaid persons appointed by the Mayor and confirmed by City Council. An Executive Director, responsible to the Commission, operates an office for promoting fair housing and investigating any reports of discriminatory practices.

The Office of the City Engineer, headed by the City Engineer, provides professional engineering services for the maintenance of City streets and utility systems. The Office also ensures the construction of City streets and utility systems are in accordance with City ordinance, state laws, and sound engineering practices. This office also maintains the City's GIS System and the official real estate registration for the City.

The Mayor's Office for Economic Development and Special Projects, headed by a Director, implements the economic development plan of the Administration. This plan emphasizes Minority and Women Business Enterprise and Business/Industrial Development. A Deputy Director acts as the Contract Compliance Officer, and carries out other specific functions of the plan. The Director also oversees any special projects that will provide leadership for diverse long-term projects undertaken by the City.

The Department of Administration works with the Mayor to establish and uphold policy by overseeing the administrative management and supervision of all City departments. The Chief of Staff/Business Administrator and the Deputy Chief of Staff/Deputy Business Administrator oversee the department directors, deputy directors, and bureau directors to assure the proper administration of their operations, and are responsible for the negotiation of all three collective bargaining contracts. The Finance Director serves as Director of Financial Management, directing the Accounting, Budget, and Purchasing Offices with the assistance of three office managers and is responsible for administering Debt Service, General Expenses, and Transfers to Other Funds as well as the City's insurance, workers' compensation, and loss control programs. The Bureau of Information Technology is headed by an Acting Director and oversees all of the City's information and communication systems. The Bureau of Human Resources, headed by a Director, manages the City's human resource operation which includes payroll processing, maintenance of personnel records, recruitment, and administering the City's benefits programs. The Bureau also participates in the negotiation of collective bargaining contracts. The Bureau of Operations and Revenue, headed by a Director, is responsible for the billing and processing of property and mercantile taxes and utility revenue, and collection activities on delinquent accounts. In order to carry out these functions, the Director is assisted by a Tax and Enforcement Administrator and an Operations Manager.

The Department of Building and Housing Development is headed by a Director, who oversees all efforts to maintain and improve our neighborhoods and promotes business and residential development throughout the City, and is accountable for all CDBG Programs. The department has two Deputy Directors. The first deputy serves as the Deputy Director of the Bureau of Planning and is primarily responsible for promoting orderly development throughout the City. Additional management staff includes a Current Planner and an Urban Planner. The second deputy administers the day-to-day activities of the Bureau of Inspections and Codes Enforcement. This bureau initiates all zoning and building inspection efforts of the City. Additional management staff includes an Assistant Codes Administrator and a Health Officer.

The Department of Public Safety consists of the Bureaus of Police and Fire. The Mayor is the Director of this department. Although the Police Chief and Fire Chief attend the Mayor's cabinet meetings, they also meet separately with the Mayor and the Chief of Staff/Business Administrator weekly to discuss and address current public safety issues.

The Bureau of Police is headed by the Police Chief and three captains. These positions are all classified as management. Uniformed officers under the rank of captain are not classified as management personnel. Lieutenants, sergeants, and corporals fulfill supervisory roles. The three captains head the Uniformed Patrol, Criminal Investigation, and Technical Services divisions. Within these divisions, additional organizational components exist. Several of these sections or units carry out specified police activities. The variety of police operations and the number of approved personnel make it the largest and most complex bureau in the City's organization. The Police Accreditation Program accounts for some of the structural delineations in this bureau because many stipulations for accreditation require appropriate separation of duties.

The Bureau of Fire, headed by a Fire Chief and two Deputy Fire Chiefs, maintains four fire houses and a large complement of fire fighting apparatus with full-time personnel to support these facilities. Other personnel are uniformed firefighters, some of whom are assigned to specific details such as fire safety and fire inspection.

The Department of Public Works consists of four General Fund bureaus, three Utility Funds, and a Special Revenue Fund: Office of the Director, Neighborhood Services - City Services, Vehicle Management, Building Maintenance, Water, Sanitation, Sewerage, and the State Liquid Fuels Tax Fund. Many of the services provided by the Department of Public Works require a twenty-four hour, seven-day-per-week schedule. The crucial utility infrastructure services which are maintained around the clock include water and sewerage facilities, traffic signal engineering, and general management of City streets in the event of an emergency. The Office of the Director oversees the entire operation of Public Works and serves as an advisor to the Mayor regarding any serious conditions, thus promoting a concerted effort within the Administration to cope with unforeseen problems. The Director also coordinates efforts between THA and the City on all issues related to water and sewerage system operations.

The Public Works Director is assisted by two Deputy Directors. The first deputy serves as the Deputy Director for Public Works Operations and is primarily responsible for the operation of Neighborhood Services, Sanitation and special assignments as requested by the Director. The second deputy is the Deputy Director of the Bureau of City Services, which is comprised of City Services, Sanitation, and the State Liquid Fuels Tax Fund. The Bureau of City Services manages the City's street and sewer line maintenance and repairs and, in addition, performs leaf collection, debris removal, demolition, and related duties, maintains 91 signalized intersections, streetlight repair, and the installation of all traffic control signs within the City. In order to carry out these functions, the Deputy Director is assisted by a Deputy Director of Neighborhood Services, who supervises the twenty-six member work crew and a twenty-eight member sanitation crew that is funded from the Sanitation Utility Fund. The Bureau of Vehicle Management, managed by a Director, services all City vehicles and vehicular equipment. The Director of the Bureau of Building Maintenance supervises the staff charged with the upkeep of the City Government Center Complex as well as the Duplication Center.

As mentioned earlier, three utility funds are also part of the Department of Public Works. The Water Utility Fund (Bureau of Water) consists of three divisions: Administration, Distribution, and Operations/Maintenance. The Bureau Director oversees the entire water system operation. Two superintendents manage the infrastructure details and an Administrator of Water Quality operates the laboratory. The Sanitation Utility Fund (Bureau of Neighborhood Services - Sanitation) has a twenty-eight member crew, and as noted earlier, is managed by a Deputy Director. The Sewerage Utility Fund (Bureau of Sewerage) consists of four divisions: Administration, Operations, Maintenance, and Field Maintenance. As noted earlier, the Public Works Director oversees this bureau with the assistance of three supervisors.

The Director of the Department of Parks and Recreation oversees all parks and recreation operations, including coordination and marketing of special events, park planning and development, park security, and the publication of a periodic recreational guide. The Director of the Bureau of Recreation manages all recreational activities for the City. The Director of the Bureau of Parks Maintenance directs the maintenance of parks and other public open spaces throughout the City.

Prior to January 2, 2007, the City's Department of Incineration and Steam Generation managed The Harrisburg Authority's (THA) Incinerator/Resource Recovery Facility. On January 2, 2007, THA turned over management of the Facility to a private operator, Covanta Energy. This Facility serves as the City's municipal solid waste (MSW) disposal site, MSW Incinerator, steam generator, and electrical production facility. The steam produced is sold for use in homes and businesses and to produce electricity. This alternative energy generation through the combustion of MSW reduces dependence on foreign fuel sources. In 2003, the incinerator units were shut down and the Facility was retrofitted, becoming operational, once again, in 2006.

The retrofitted Harrisburg Incinerator utilizes state of the art technology to meet all current Pennsylvania Department of Environmental Resources and Environmental Protection Agency criteria required for such a Facility. The Department of Incineration and Steam Generation is no longer part of the City's budget, however certain historical financial information is included in this budget for 2005, 2006, and 2007 for purposes of comparison.

The City is unique in providing a full array of services including utility operations. Many cities with similar demographics do not have the resources to carry out these complicated operations. Harrisburg has used an entrepreneurial approach to solving problems resulting in substantial new energy and non-tax revenue for the City while meeting public needs. Through improved efficiencies and productivity, the Administration intends to expand services where necessary and minimize costs.

BUDGET AND FINANCE

SCOPE OF THE BUDGET

The budget for the City of Harrisburg is a multifaceted document that expresses spending policy for the fiscal year, illustrates a resource allocation plan for the Administration to implement, describes the services provided, and provides a means of communication between citizens and elected officials.

The budget spells out a management strategy through specific objectives designed to provide the best services at the most efficient cost. With regard to the delivery of services, these objectives must produce measurable results as key indicators of the effectiveness and efficiency of government policies and programs. Programs must be evaluated every year to determine their legitimacy since limited resources must be allocated between existing programs and the need for new ones. Also, the success of programs and the efficiency with which policy goals are met constitute two performance measures by which managers are evaluated for tenure and annual salary increases.

Interplay between elected officials and input from citizens via budgetary hearings and public access to the budget, further enhances the democratic process involved in the public programming and financing. Elected officials, who experience a wide range of pressures and competing interests, must take the initiative to hold the line on budget growth. As the chief executive, the Mayor is at the center of the budgeting process, commanding a comprehensive perspective on disparate interests. It is the Mayor who takes the lead in determining budgetary policies within an environment of competing priorities and limited local government resources. City Council then examines the Mayor's proposed budget and has the opportunity to make amendments before approving it in final form.

In summary, the budget is a policy instrument, a financial plan, an operations guide, and a communicative device. The true art of budgeting reflects a combination of leadership, independent judgment, competent administration, and cooperation between the various branches of City government.

BUDGET PROCESS

The budget for the City is compiled by the Bureau of Financial Management's Office of Budget and Analysis. The fiscal year for the City of Harrisburg is January 1 to December 31. The actual budget preparation process gets underway in late August. One important element of this process is a cooperative effort between the Bureau of Financial Management and Bureau of Information Technology which produces the Position Control Salary Projection reports for all funds. This salary information is vital in preparing personnel projections because it incorporates proposed management increases and bargaining unit contractual increases. Such personnel data greatly assists department directors in determining salary costs for the budget requests.

During the last week of August, the Budget Preparation Manual is distributed to all department heads/bureau chiefs for use in establishing expenditure requests. The City has historically used an incremental budget technique in arriving at the requested figures. Incremental budgeting emphasizes changes in the costs of providing City services based on competing priorities. To evaluate these priorities, department directors/bureau chiefs examine historical trends of line-item costs using a five-year cost analysis to determine the needs of the department or office for the forthcoming year. The department's requests are input onto computerized budgetary spreadsheets that categorically incorporate requests into a singular format, distinguishing expenditures in the following manner: Personnel, Operating, Capital Outlay, Debt Service, Grants, Transfers, and Non-Expenditure Items. Once all the data is prepared, it is submitted electronically to the Office of Budget and Analysis. The Office of Budget and Analysis reviews all requests for accuracy and completeness and submits them to the Chief Of Staff/Business Administrator. Subsequent to the Chief Of Staff/Business Administrator's review, the draft and recommendations are forwarded to the Mayor for his review. In early October, mayoral budget hearings are held with each department as forums where department directors can substantiate their expenditure projections and justify their requests.

Forms are prepared and submitted to all department directors for use in developing projections for anticipated revenues for the ensuing year. This step usually occurs around the beginning of September. The Office of Budget and Analysis prepares the revenue projections for presentation to the Mayor, who will evaluate the budget gap between revenue projections and expenditure requests. The Mayor meets with the Budget staff to determine the most viable

means to balance the budget. Generally, two or three lengthy sessions are required before the budget is balanced and decisions regarding revenue and expenditure proposals are incorporated into the proposed budget document.

Pursuant to the City's Administrative Code, the Mayor's Proposed Budget is presented to City Council at the last legislative meeting in November, at which time the document becomes available to the public.

During Budget and Finance Committee meetings, set by City Council, all offices/departments present to Council an estimate of the revenues and expenditures required to provide public services during the ensuing fiscal year.

City Council then makes appropriations and adopts the budget by ordinance no later than December 31. During the month of January following a municipal election, however, City Council may amend the budget with proper notice for public inspection of the proposed budget amendment. Any amended budget ordinance must be adopted by City Council before the 16th day of February. Within 15 days after the adoption of the budget ordinance, a copy of the same must be filed with the Commonwealth of Pennsylvania, Department of Community and Economic Development.

BUDGET CALENDAR

August-September	<ul style="list-style-type: none"> • Prepare and distribute expenditure request preparation manuals • Prepare and distribute revenue project manuals • Update title and divider pages, table of contents, and organization charts • Compile expenditure requests returned from office/department directors
September-October	<ul style="list-style-type: none"> • Update the Budget and Finance section • Design cover for Budget • Prepare photo layouts • Develop revised revenue and expenditure projections based on Mid-Year • Fiscal Report projections and actual activity to date • Mayoral budget hearings and review process with department directors • Update and distribute narrative and performance measurement preparation manuals • Update narratives and performance measurements as submitted by office/department directors
October	<ul style="list-style-type: none"> • Prepare a preliminary Summary statement of projected revenues vs. proposed expenditures • 1st and 2nd rounds of budget review with Mayor and Office of Budget and Analysis staff • Update Budget Summary section
November	<ul style="list-style-type: none"> • Final revision and proofreading of Mayor's Proposed Budget • Compiling, printing, and binding of Mayor's Proposed Budget • Mayor's Proposed Budget presented to City Council
December	<ul style="list-style-type: none"> • Councilmanic budget hearings and adoption
January-March	<ul style="list-style-type: none"> • Final revisions, printing, binding, and distribution of the Approved Budget

REVENUE PROJECTIONS

Using actual and projected data, various analyses are performed by the Bureau of Financial Management to project revenues. Revenue estimates are based on four different projection methods which incorporate growth rates over the previous ten years, current year receipts, collection rates where applicable, and important input from department directors and the Bureau of Operations and Revenue. Each projection method is tested against actual prior year revenues to determine validity. This validity test is conducted at the revenue line-item (detail) level, and only the projection methods deemed valid are utilized. In addition, unusual circumstances and one-time revenue sources are given appropriate consideration

REVENUE PROJECTION METHODS

Method 1:	10-year Average Growth Rate x 2008 Actual Revenues at December 31, 2008
Explanation	The ten-year average growth rate from 1999-2008 multiplied by the 2008 actual revenues is used as a projection for the 2009 revenues. By utilizing the average growth rate for an additional year, the 2010 revenues are projected.
Method 2	2009 Actual Revenues at August 31, 2009 / 8 months x 12 months
Explanation	A monthly average of current year revenues is calculated based on eight months of receipts, which are then annualized to project current year revenues. Based on revenue trends and this method of projection for 2009 revenues, 2010 revenues are projected.
Method 3	2009 Actual Revenues at August 31, 2009 / (2008 Actual Revenues at August 31, 2008 / 2008 Actual Revenues at December 31, 2008)
Explanation	A percentage of 2008 revenues are determined from revenue receipts at August 31, 2008. The 2009 actual revenues at August 31, 2009, are divided by the percentage collected at August 31, 2008, to project revenues for 2009. By reviewing revenue trends in conjunction with this method of projection for 2009 revenues, the 2010 revenues are projected.
Method 4	Percentage of 2008 Revenue Budget Collected at December 31, 2008 x 2009 Budget
Explanation	2009 revenues can be projected by multiplying the percentage of 2008 Budget which was collected at December 31, 2008, times the 2009 Budget. By reviewing the historical actuals to budget ratios, assumptions can be determined to assist in 2010 revenue projections.

PERFORMANCE MEASUREMENTS

A Performance Program Budget (PPB) system utilizes specific program objectives to produce a desired output. The City currently does not present a formal programmatic budget; however, many aspects of the existing budget emulate the strategy of PPB. A program is a primary function of government which identifies clearly the delivery of a particular service to the taxpayers. The bureaus, divisions, and units actually represent individual City programs. An important exercise in preparing a PPB is determining performance measurements to meet specific program objectives.

The purpose of preparing performance measurements is to quantitatively determine the effectiveness and efficiency of departmental programs. The budget is the resource allocation plan for the City, and it identifies the financial input necessary to meet departmental objectives. Performance measurements, or indicators, measure the level of output against the input of budgeted funds. The end result should be to minimize the resources or dollars utilized to achieve a specified level of output.

From a policy standpoint, these measures can provide data to decision-makers to assist them in providing better services to citizens at the least possible cost. They also can provide direction in appropriating available resources, identifying areas of service which may require more resources, and addressing strengths and weaknesses in achieving the objectives of the services being provided.

Performance measurements are based on a management objective established by the department director. These measurements concentrate on the performance of the entire bureau or division, not on an individual's performance. The activities measured are those required to meet the overall objective of the department/bureau. If the measured activity achieves most of its objectives and receives a highly satisfactory rating, then it is considered to be effective.

The 2010 Budget includes data measuring a department's performance. This data provides 2006, 2007, and 2008 actual data, 2009 estimates, and 2010 projections. An overview of the accomplishments for each program has been included for 2008, the most recent year for which actual data was available. Since the 2009 actual measurement data was not complete before the preparation of this document, department directors provided estimates. Using 2006, 2007, and 2008 actual data, and 2009 estimated data, department directors were able to determine 2010 projected measurements. In addition to analyzing historical trends, management evaluates all relevant changes which could affect performance output.

Since the City's management reserves the right to establish goals and objectives to determine the cost of service delivery, quantitative analysis of City services assists management in providing the best possible service at the least possible cost. It is hoped in the future that citizen surveys can become part of performance measurements to determine taxpayer satisfaction. Given the limited resources of time and staffing, such a survey is currently impractical. To some degree, however, the election process itself is an indication of taxpayer satisfaction.

BUDGETARY ACCOUNTING AND CONTROLS

A City Council ordinance establishes the annual budget for the General Fund, Special Revenue Funds, Debt Service Fund, and Proprietary (Utility) Funds. Budgets for all funds are prepared on a cash basis with respect to revenues and on an items vouchered basis with respect to expenditures. Some Special Revenue Funds are exempted from legally adopted budgetary requirements, such as Grant Programs Fund, Capital Projects Fund, and Expendable Trust Funds

More than 125 different grant programs accounted for in the Grant Programs Fund are administered under project budgets determined by contracts with state and federal grantor agencies. Effective expenditure control is achieved in the Capital Projects Fund through bond indenture provisions. Control over spending in the Expendable Trust Fund is achieved by the use of internal spending limits.

The Business Administrator may authorize budgetary transfers of less than \$20,000 within the most restrictive category set forth in the budget ordinance. Transfers in excess of \$20,000 within the most restrictive category set forth by the budget ordinance or any transfer from any Personnel Services allocation require approval of City Council. In the absence of budgeted financing, City Council may approve a supplemental appropriation from undesignated fund balances. Unencumbered appropriations lapse at year end.

The City maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget. The appropriations are authorized by ordinance at the fund level with the exception of the General Fund, which is appropriated at the functional office or department level. Within the General Fund, the Department of Administration has separate budgets for administration and general expenditures. Beginning in 2009, appropriations were further delineated at the line item level then at the previous major categorical level. This is now the new legal level of budgetary control. Administrative control is maintained through more detailed line-item budgets. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

Encumbrances:

Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the governmental and proprietary fund types. Encumbrances outstanding at year end do not constitute expenditures or liabilities, but are reappropriated in the succeeding year. The City records such encumbrances as reservations of fund balance in governmental funds which have fund balances at year end. Encumbrance accounting is used in proprietary fund types as a tool for budgetary control, but reserves are not reported. The subsequent year's appropriations provide authority to complete the transactions as expenditures.

FINANCIAL INFORMATION

The management of the City is responsible for establishing and maintaining an internal control structure designed to ensure that assets are protected from loss, theft, or misuse and that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Independent Audit:

The City's Administrative Code requires an annual independent audit of the books of account, financial records, and transactions of the City by an independent certified public accounting firm. In addition, various bond indentures also require such an audit.

In addition to meeting the requirements set forth above, the audit has also been designed to comply with the Single Audit Act of 1984 and related OMB Circular A-133. The independent auditor's report on the basic financial statements, along with the combining and individual fund statements and schedules, is included in the financial section of the City's Comprehensive Annual Financial Report. The independent auditor's reports related specifically to the single audit are included in a separately issued single audit document.

Single Audit:

As a recipient of federal and state financial assistance, the City is also responsible for ensuring that an adequate internal control structure is in place to ensure compliance with applicable laws and regulations related to those programs. The internal control structure is subject to periodic evaluation by management and internal audit staff of the City.

As part of the City's single audit, tests are made to determine the adequacy of the internal control structure, including that portion related to federal financial assistance programs and the City's compliance with applicable laws and regulations.

Audit Committee:

During 2007, the City of Harrisburg established an Audit Committee to provide independent review and oversight of the City's financial reporting processes, internal controls, and annual audit. The City's independent auditor now reports directly to the Audit Committee, versus management as in prior years. The Committee is made up of five voting members and the Budget and Finance Chair, or his/her designee, as an ex officio sixth non-voting member. Three members must be well-versed in accounting procedures and one member must be a CPA. No City employee may serve as a member of the Committee, with the exception of the ex-officio Budget and Finance Chair or his/her designee.

Cash Management:

The City's current investment policy is to minimize credit and market risk while maintaining a competitive yield on its portfolio. All cash which is temporarily idle is invested in interest bearing demand deposits, repurchase agreements, or statewide money market funds, thereby increasing the average yield on idle funds. A significant portion of the City's cash and investments is maintained in bank trust accounts under the management of trustees.

An ordinance of City Council requires that all deposits be held in insured, federally regulated banks or financial institutions and that all amounts in excess of federal insurance be fully collateralized in accordance with a state statute which requires banks to pledge a pool of eligible assets against the total of its public funds on deposit.

Basis of Accounting:

Although the annual budget is prepared on a cash basis with respect to revenues received and on an items vouchered (invoiced) basis with respect to expenditures incurred for all funds, the Governmental Funds and Expendable Trust and Agency Funds are reported on the modified accrual basis of accounting for financial statement purposes. Revenues of these funds are recognized in the year in which they become both measurable and available within 60 days after year end to pay current year liabilities. The major revenue sources accrued by the City include real estate taxes, intergovernmental revenue, departmental earnings, and investment income. Revenues from other sources are recognized when received. Expenditures are generally recognized in the year the related fund liability is incurred. Principal and interest on general long-term obligations are recognized when due. Prepaid items and inventory purchases are reported as expenditures in the year the items are used. Expenditures for claims, judgments, compensated absences, and employer pension contributions are reported as the amount accrued during the year that normally would be liquidated with expendable available financial resources.

The accrual basis of accounting is utilized by proprietary fund types for financial statement reporting purposes. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

BUDGET SUMMARY

RESOURCE ALLOCATION

The following Resource Allocation chart lists resources and appropriations for each fund and provides a grand total for all City resources. The accounts of the City are organized on the basis of fund(s), each of which is considered to be a separate accounting entity. These funds are the General Fund, Special Revenue Funds (State Liquid Fuels Tax Fund and the Community Development Block Grant Fund - Entitlement FY 2009), Debt Service Fund, and three utility funds. The City of Harrisburg has established the following utility funds: the Water Utility Fund, the Sanitation Utility Fund and the Sewerage Utility Fund. Although each fund is accounted for independently, the proper cooperation and interaction among all funds contribute to the overall effective and efficient management of City government.

GENERAL FUND

The General Fund is used to account for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.

SPECIAL REVENUE FUNDS

Special Revenue Funds are defined as those funds used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

State Liquid Fuels Tax Fund:

The State Liquid Fuels Tax Fund is used to account for State aid revenue for maintaining, building, and improving City roads and bridges in accordance with policies and procedures of the County Liquid Fuels Tax Act of 1931 and the Liquid Fuels Tax Act 655 of 1956 of the Commonwealth of Pennsylvania.

Community Development Block Grant Fund:

The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program.

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources, principally transfers from the General Fund and State Liquid Fuels Tax Fund, and proceeds from the sale or use of City assets, for the payment of general long-term debt principal, interest, and related costs.

UTILITY FUNDS

Utility funds (also termed enterprise or proprietary funds) are used by a governmental entity to account for services provided to the general public on a user charge basis.

Water Utility Fund:

The Water Utility Fund is used to account for the revenues and expenses associated with the provision of water service to residential, commercial, and industrial establishments of the City as well as several municipalities surrounding the City.

Sanitation Utility Fund:

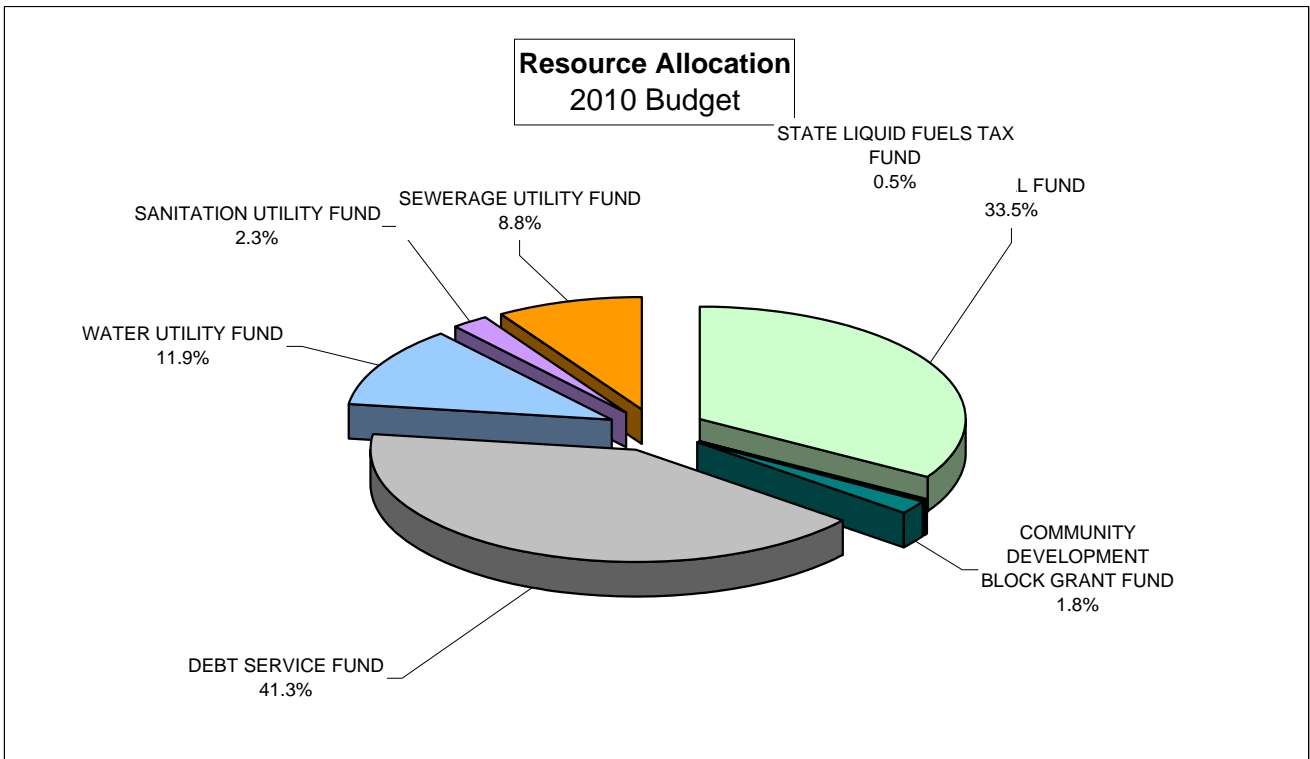
The Sanitation Utility Fund is used to account for the revenues and expenses associated with the provision of refuse collection and disposal services to residential, commercial, and industrial establishments of the City.

Sewerage Utility Fund:

The Sewerage Utility fund is used to account for the revenues and expenses associated with the provision of sewerage service to residential, commercial, and industrial establishments of the City, as well as six municipalities surrounding the City.

RESOURCE ALLOCATION
2010 BUDGET

RESOURCES		APPROPRIATIONS	
GENERAL FUND	64,710,369	GENERAL FUND	64,710,369
STATE LIQUID FUELS TAX FUND	915,443	STATE LIQUID FUELS TAX FUND	915,443
COMMUNITY DEVELOPMENT BLOCK GRANT FUND	3,477,182	COMMUNITY DEVELOPMENT BLOCK GRANT FUND	3,477,182
DEBT SERVICE FUND	79,695,277	DEBT SERVICE FUND	79,695,277
WATER UTILITY FUND	22,904,306	WATER UTILITY FUND	22,904,306
SANITATION UTILITY FUND	4,409,700	SANITATION UTILITY FUND	4,409,700
SEWERAGE UTILITY FUND	16,902,041	SEWERAGE UTILITY FUND	16,902,041
TOTAL RESOURCES	<u>193,014,318</u>	TOTAL APPROPRIATIONS	<u>193,014,318</u>



SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to increase \$836,824, or 1.37%, from the 2009 Budget. Real Estate Tax revenues, totaling \$16,170,617, are anticipated to increase \$611,587, or 3.78%, from 2009. Transfer Taxes are projected to decrease \$305,496, or 68.73, below 2009 Budget levels, as the market for the buying and selling of real property in the City is expected to decrease. Hotel Taxes are expected to decrease \$64,308, or 9.38%, from 2009. Local Services Taxes (LST) are anticipated to decrease \$125,511, or -4.27%, in 2010. Earned Income Taxes are expected to decrease \$7,866, or 4.27%, from 2009. Mercantile/Business Privilege Taxes are anticipated to increase \$253,529, or 6.23%, from 2009 Budget levels. Departmental Revenues are anticipated to increase \$413,912, or 2.00%. Fines and Forfeits are expected to increase by \$348,036, or 13.77% from the 2009 Budget, due to increased Parking Enforcement collections. Business Licenses and Permits are proposed to increase \$140,000, or 22.57%, in 2010. Interest Income is expected to decrease \$25,239, or 16.22% in 2010, due to lower interest rates. Property Income is anticipated to be \$20,800, or \$97,000 lower in 2010. Miscellaneous Revenue is expected to be \$798,547, or 20.09% lower in 2009. Intergovernmental Revenue is expected to decrease \$343,000, or 4.27%, due to expected decreases in Capital Fire Protection. Interfund transfers is expected to increase \$47,379 or 3.66% There is a Fund Balance appropriation in the amount of \$2,838,042 proposed for 2010 to be realized from projected 2009 and prior year Budget surpluses.

SPECIAL REVENUE FUNDS

State Liquid Fuels Tax Fund revenues are projected to decrease by \$18,813, or 2.06%, in 2010. This is as a result of increased gasoline prices and reduced consumer travel. The Community Development Block Grant will increase \$282,827, or 8.13%, in 2010.

DEBT SERVICE FUND

The Debt Service Fund primarily receives proceeds from the sale or use of assets and transfers from the General Fund and State Liquid Fuels Tax Fund to fund for payment on outstanding debt. Proceeds from the sale of assets are projected to increase by \$67,681,562, or 84.93%, compared to the 2009 Budget. This is due to the an increase in sale/lease of city assets.

WATER UTILITY FUND

Water Utility Fund revenues are anticipated to be \$22,904,306, or 19.51%, higher in the 2010 Budget.

SANITATION UTILITY FUND

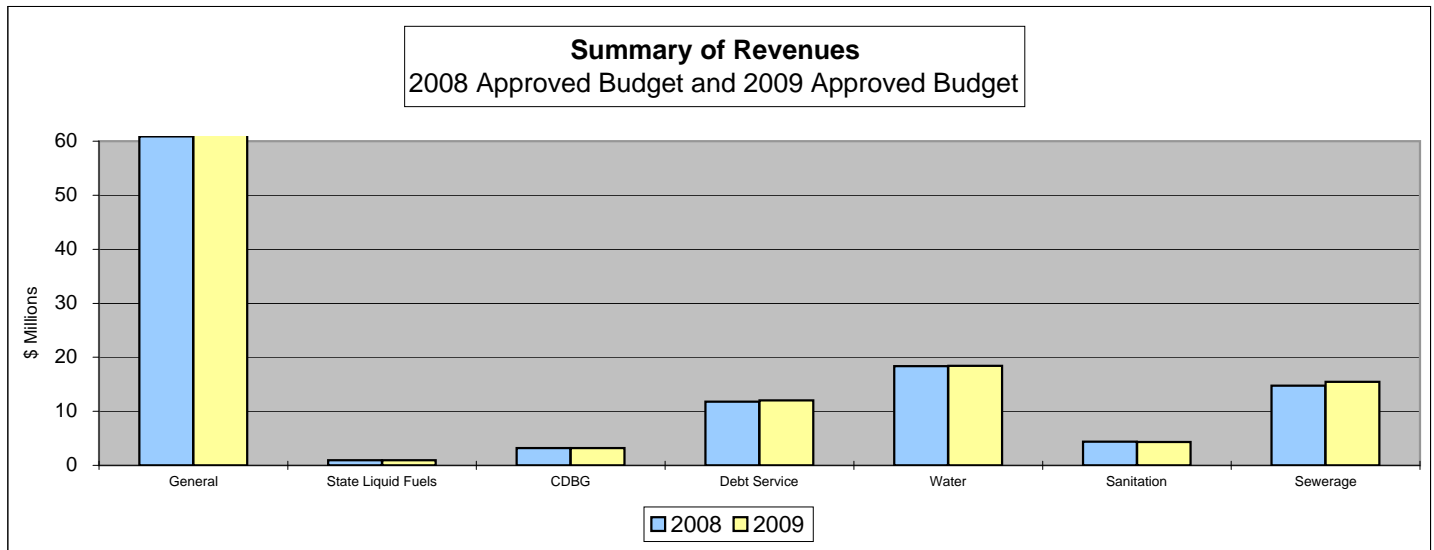
Revenues for the Sanitation Utility Fund are expected to be \$108,000, or 2.45%, higher in 2010.

SEWERAGE UTILITY FUND

The Sewerage Utility Fund revenues are expected to be \$1,436,643, or 8.5%, higher in 2009 due to higher anticipated conveyance/treatment collections.

SUMMARY OF REVENUES
2010 BUDGET

FUND	2008 APPROVED BUDGET	2009 APPROVED BUDGET	2010 PROPOSED BUDGET	2009-2010 INCREASE/ (DECREASE)	2009-2010 CHANGE
GENERAL FUND					
Real Estate Taxes	15,435,400	15,559,030	16,170,617	611,587	3.78%
Transfer Taxes	700,000	750,000	444,504	(305,496)	-68.73%
Hotel Taxes	698,096	750,000	685,692	(64,308)	-9.38%
Occupational Privilege Taxes	0	0	0	0	#DIV/0!
Local Services Taxes	2,339,300	3,063,900	2,938,389	(125,511)	-4.27%
Earned Income Taxes	3,457,050	3,450,400	3,442,534	(7,866)	-0.23%
Mercantile/Business Privilege Taxes	3,865,200	3,818,900	4,072,429	253,529	6.23%
Departmental Revenues	18,802,880	20,247,552	20,661,464	413,912	2.00%
Fines and Forfeits	1,726,000	2,179,500	2,527,536	348,036	13.77%
Business Licenses and Permits	534,000	482,000	622,477	140,477	22.57%
Interest Income	223,600	180,874	155,635	(25,239)	-16.22%
Property Income	66,800	117,800	20,800	(97,000)	-466.35%
Miscellaneous	856,000	959,000	798,547	(160,453)	-20.09%
Other Financing Sources	0	0	0	0	#DIV/0!
Intergovernmental	8,756,000	8,379,000	8,036,000	(343,000)	-4.27%
Interfund Transfers	1,411,337	1,248,324	1,295,703	47,379	3.66%
Fund Balance	1,997,085	2,687,265	2,838,042	150,777	5.31%
TOTAL GENERAL FUND	60,868,748	63,873,545	64,710,369	836,824	1.37%
STATE LIQUID FUELS TAX FUND	975,000	934,256	915,443	(18,813)	-2.06%
COMM. DEV. BLOCK GRANT FUND	3,190,867	3,194,355	3,477,182	282,827	8.13%
DEBT SERVICE FUND	11,805,888	12,013,715	79,695,277	67,681,562	84.93%
WATER UTILITY FUND	18,377,740	18,436,740	22,904,306	4,467,566	19.51%
SANITATION UTILITY FUND	4,374,800	4,301,700	4,409,700	108,000	2.45%
SEWERAGE UTILITY FUND	14,761,700	15,465,398	16,902,041	1,436,643	8.50%
TOTAL REVENUE	114,354,743	118,219,709	193,014,318	74,794,609	65.41%



SUMMARY OF EXPENDITURES

Citywide, expenditures are projected to increase \$74,794,610 or 65.41%, in 2010 as compared to the 2009 Budget. Much of this increase arises from contractual wage increases for unionized personnel who make up the majority of the City's workforce. A 3.00% salary increase is proposed for non-uniformed management employees based on anniversary dates of hire/promotion. Management received no salary increase in 2010. Additionally, the hiring of eight new police officers has been approved for the 2010 budget. There are also increasing costs for Transfers and Debt Service Fund. The major changes are listed below.

GENERAL FUND

General Fund expenditures are proposed to increase \$836,824, or 1.37%, from the 2009 Budget. General Government will decrease \$976,568, or 32.37%, primarily from the movement of Bureau of Economic Development to Department of Building and Housing. The Department of Administration will increase \$1,408,597 or 31.22%, primarily due the merger of Building Maintenance from Public Works to Operations and Revenue. The Department of Building and Housing Development will increase due \$302,036, or 24.43%, primarily due to the movement of the Bureau of Economic Development from General Government. The Department of Public Safety will increase \$1,108,766, or 4.43%, due to the hiring of eight cops and one firefighter. The Department of Public Works will decrease \$1,956,569 or 50.19%, due to the movement of Building Maintenance to Operations and Revenue. The Department of Parks and Recreation will decrease \$136,403, or -5.60%, from 2009. General Expenses will increase \$2,027,25, or 14.22%, from the 2009 Budget primarily due to the increase in Legal Fees and Settlements and Fines. Transfers to Other Funds will decrease \$940,302, or 9.11%, in 2010.

SPECIAL REVENUE FUNDS

The State Liquid Fuels Tax Fund will decrease by \$18,813, or 2.06%, from the 2009 Budget. This is driven by the reduction in State Liquid Fuels Tax Revenue because of higher gasoline prices and reduced consumer travel. Community Development Block Grant expenditures will increase \$282,827, or 8.13% in 2009.

DEBT SERVICE FUND

The Debt Service Fund, which primarily receives transfers from the General Fund and State Liquid Fuels Tax Fund to fund for payment on general long-term debt, will increase \$67,681,562, or 84.93%, from the 2009 Budget due to City Guaranteed Debt of the Incinerator.

WATER UTILITY FUND

The Water Utility Fund will increase \$4,467,566 or 19.51%, in 2010, primarily due to increased Debt Service.

SANITATION UTILITY FUND

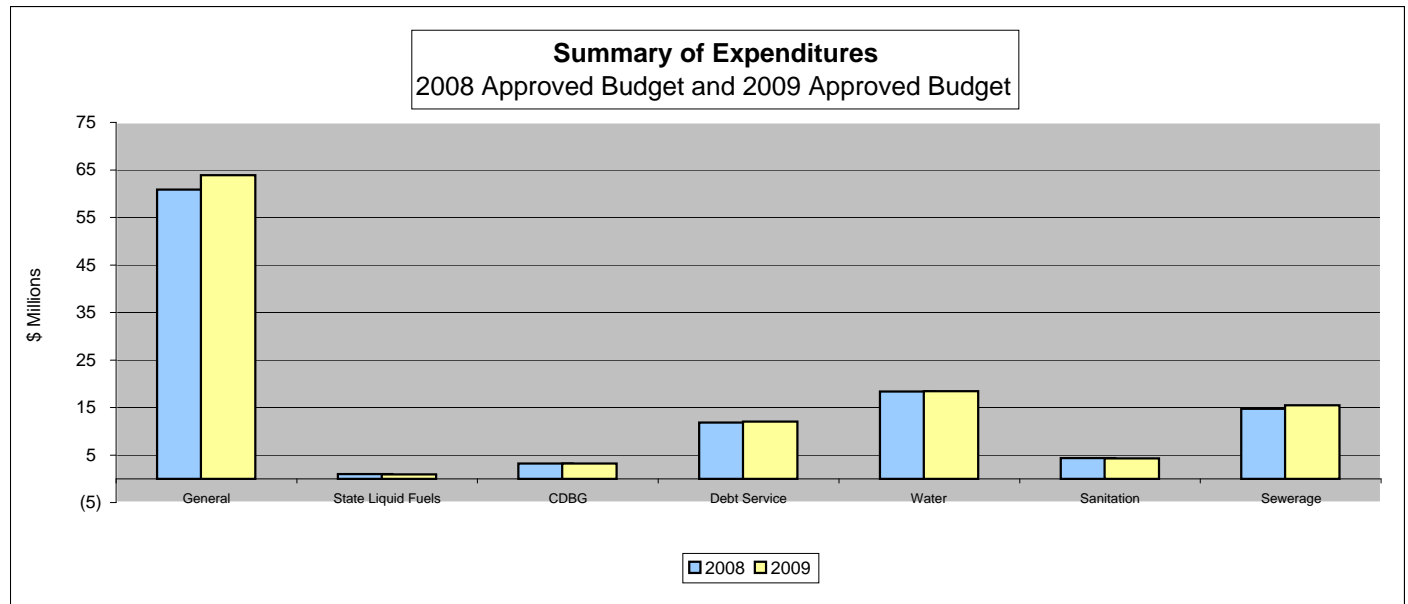
The Sanitation Utility Fund will increase \$108,000, or 2.45%, in 2010

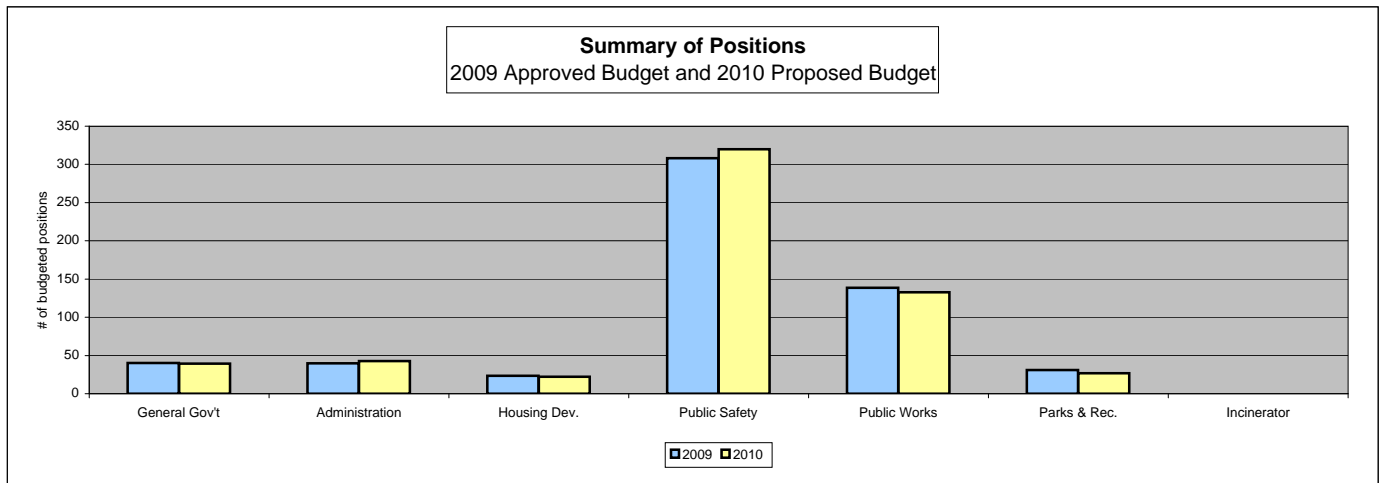
SEWERAGE UTILITY FUND

The Sewerage Utility Fund will increase \$1,436,643 or 8.50%, in 2010, primarily due to higher contracted services and chemical supplies costs.

SUMMARY OF EXPENDITURES
2010 BUDGET

FUND	2008 APPROVED BUDGET	2009 APPROVED BUDGET	2010 PROPOSED BUDGET	2009-2010 INCREASE/ (DECREASE)	2009-2010 CHANGE
GENERAL FUND					
General Government	4,733,261	3,993,310	3,016,742	(976,568)	-32.37%
Administration	3,432,639	3,103,055	4,511,652	1,408,597	31.22%
Building & Housing Development	1,029,949	934,367	1,236,403	302,036	24.43%
Public Safety	29,249,723	23,920,204	25,028,980	1,108,776	4.43%
Public Works	5,981,999	5,855,258	3,898,689	(1,956,569)	-50.19%
Parks and Recreation	2,900,332	2,570,414	2,434,011	(136,403)	-5.60%
General Expenses	3,155,940	12,230,714	14,257,971	2,027,257	14.22%
Transfers to Other Funds	10,384,905	11,266,223	10,325,921	(940,302)	-9.11%
TOTAL GENERAL FUND	60,868,748	63,873,545	64,710,369	836,824	1.37%
STATE LIQUID FUELS TAX FUND	975,000	934,256	915,443	(18,813)	-2.06%
COMM. DEV. BLOCK GRANT FUND	3,190,867	3,194,355	3,477,182	282,827	8.13%
DEBT SERVICE FUND	11,805,888	12,013,715	79,695,277	67,681,562	84.93%
WATER UTILITY FUND	18,377,740	18,436,740	22,904,306	4,467,566	19.51%
SANITATION UTILITY FUND	4,374,800	4,301,700	4,409,700	108,000	2.45%
SEWERAGE UTILITY FUND	14,761,700	15,465,398	16,902,041	1,436,643	8.50%
TOTAL EXPENDITURES	114,354,743	118,219,709	193,014,318	74,794,610	65.41%





CHANGES IN BUDGETED POSITIONS FROM 2009 TO 2010

The above summary compares positions in the 2009 Approved Budget with those in the 2010 Proposed Budget by office and department. The total budgeted positions in 2010 is 584 compared to 581 in the 2009 Approved Budget, a net increase of three positions.

In the Offices of General Government there was a decrease of one position. The Department of Administration had a net increase in the number of positions from 39.6 to 42.6. This is the result of Building Maintenance moving in from Public Works, and the elimination of some positions. The Department of Building and Housing Development has a budgeted decrease of one position to a total of 22.34.

The Department of Public Safety will increase by a net of 12 positions from the 2009 Budget. In the Bureau of Police, the Uniformed Patrol Division added three unbudgeted officers in 2009 and will add eight new police officers in 2010. The Fire Bureau had an increase of one position.

In The Department of Public Works there was a net increase of four position to a total of 132.66

As mentioned, Covanta Energy Corp. took over management of THA's Incinerator Facility in January of 2007. Staff from the abolished Department of Incineration and Steam Generation were assigned to other agencies of City Government.

Note: The City does not utilize Full-Time Equivalents (FTE's) in accounting for positions. Rather, it accounts for positions by the percentage of the employee's salary charged to a particular office or bureau. Permanent part-time positions are counted as whole positions. Temporary part-time employees are not included in the positions calculations.

**SUMMARY OF POSITIONS
2009 BUDGET**

OFFICE/BUREAU/DIVISION	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
Office of City Council	10.00	10.00	10.00	10.00	10.00	10.00
Office of the Mayor	5.00	5.00	5.00	5.00	5.00	4.00
Office of City Controller	4.00	4.00	4.00	4.00	4.00	4.00
Office of City Treasurer	11.40	11.40	11.40	10.40	10.40	10.40
Office of City Solicitor	5.00	4.00	4.00	4.00	4.00	5.00
Human Relations Commission	3.00	3.00	3.00	3.00	3.00	3.00
Office of City Engineer	4.00	4.00	4.00	4.00	4.00	3.00
TOTAL GENERAL GOVERNMENT:	42.40	41.40	41.40	40.40	40.40	39.40
Business Administrator	3.00	3.00	3.00	4.00	4.00	2.00
Financial Management	10.00	9.00	9.00	8.00	8.00	7.00
Information Technology	11.60	9.60	9.60	8.60	8.60	8.60
Human Resources	7.00	5.00	5.00	6.00	6.00	5.00
Mayor's Office for Labor Relations	2.00	0.00	0.00	0.00	0.00	0.00
Operations & Revenue	15.00	14.00	14.00	13.00	13.00	20.00
TOTAL ADMINISTRATION	48.60	40.60	40.60	39.60	39.60	42.60
Office of the Director	1.00	1.00	1.00	1.00	1.00	1.00
Planning	2.84	2.34	2.34	3.34	3.34	3.34
Inspections & Codes Enforcement	16.00	12.00	12.00	13.00	13.00	12.00
Bureau of Econ. Dev.	8.00	7.00	7.00	6.00	6.00	6.00
TOTAL BLDG. & HOUSING DEV.	27.84	22.34	22.34	23.34	23.34	22.34
Parking Enforcement	11.00	13.00	13.00	14.00	13.00	14.00
Office of the Police Chief	11.00	8.00	8.00	6.00	8.00	5.00
Uniformed Patrol	117.00	114.00	114.00	125.00	115.00	135.00
Technical Services	58.00	40.00	40.00	38.00	47.00	34.00
Criminal Investigation	29.00	37.00	37.00	36.00	33.00	38.00
Fire	98.00	93.00	93.00	93.00	92.00	94.00
TOTAL PUBLIC SAFETY	324.00	305.00	305.00	312.00	308.00	320.00
Neighborhood Services - City Services	23.50	22.50	22.50	28.00	23.50	25.00
Vehicle Management	11.00	11.00	11.00	11.00	11.00	12.00
Water	37.33	34.33	34.33	34.33	37.33	32.83
Neighborhood Services - Sanitation	27.50	23.50	23.50	28.50	28.50	26.50
Sewerage	39.33	39.33	39.33	37.83	38.33	36.33
TOTAL PUBLIC WORKS	138.66	130.66	130.66	139.66	138.66	132.66
Office of the Director	18.00	16.00	16.00	12.00	12.00	10.00
Recreation	10.00	8.00	8.00	5.00	5.00	4.00
Parks Maintenance	14.00	14.00	14.00	14.00	14.00	13.00
TOTAL PARKS & RECREATION	42.00	38.00	38.00	31.00	31.00	27.00
Incineration & Steam Generation	48.00 *	0.00	0.00	0.00	0.00	0.00
TOTAL INCINERATOR & STEAM	48.00	0.00	0.00	0.00	0.00	0.00
TOTAL POSITIONS	671.50	578.00	578.00	586.00	581.00	584.00

* - 45 positions were funded from the working capital proceeds of the 2003 Resource Recovery Revenue Bonds issued by The Harrisburg Authority to retrofit the Incinerator Facility. The Facility became commercially operational in 2006.

GENERAL FUND
RESOURCE ALLOCATION SUMMARY
2010 BUDGET

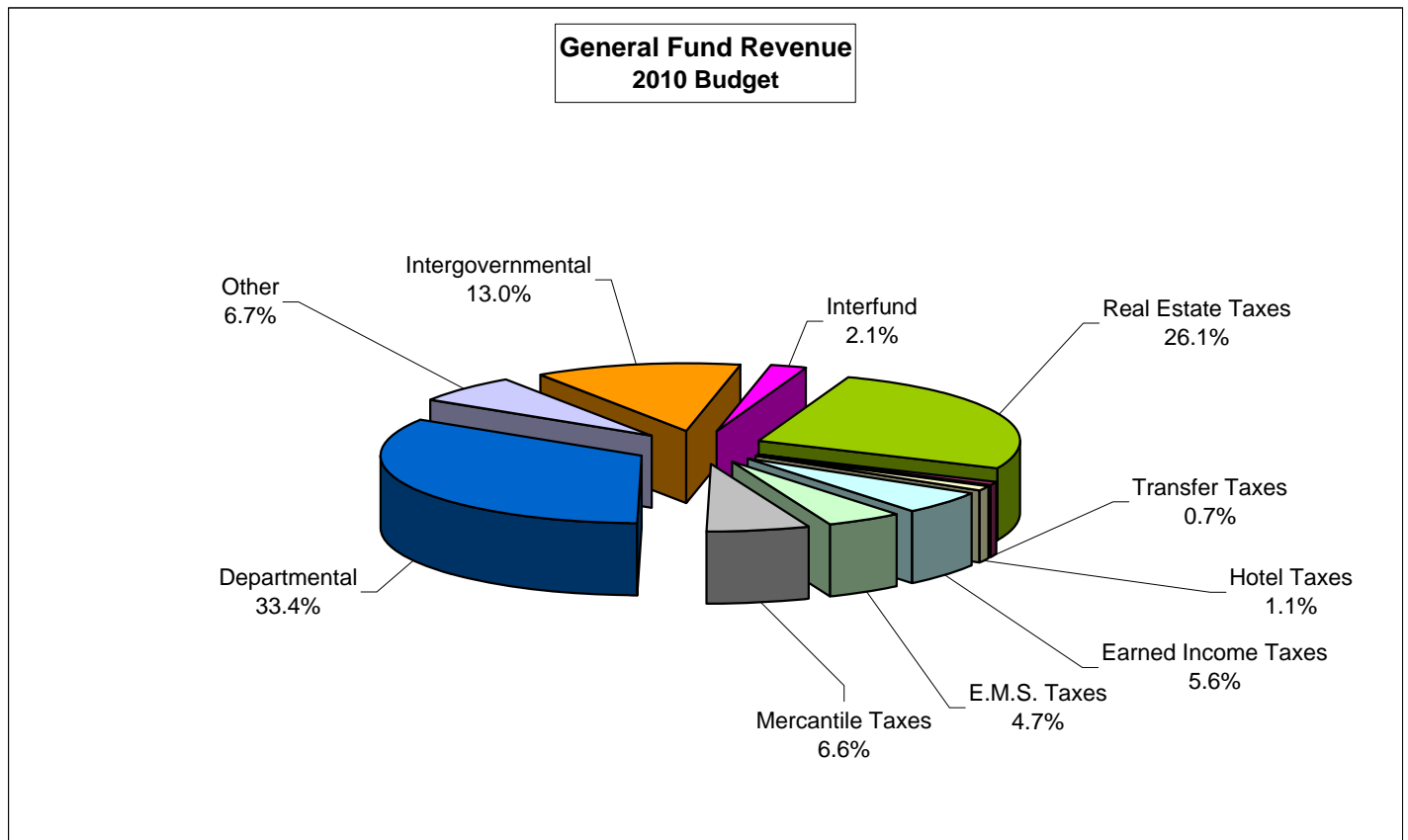
RESOURCES		APPROPRIATIONS	
REAL ESTATE TAXES	16,170,617	GENERAL GOVERNMENT	3,016,742.00
		ADMINISTRATION	4,511,652.00
TRANSFER TAXES	444,504	BUILDING AND HOUSING DEV.	1,236,403.00
		PUBLIC SAFETY	25,028,980.00
HOTEL TAXES	685,692	PUBLIC WORKS	3,898,689.00
		PARKS AND RECREATION	2,434,011.00
OCCUPATIONAL PRIVILEGE TAXES	0		
LOCAL SERVICES TAX	2,938,389	TOTAL DEPARTMENTS	40,126,477.00
EARNED INCOME TAXES	3,442,534		
MERCANTILE/BUSINESS PRIVILEGE	4,072,429	OTHER:	
DEPARTMENTAL REVENUES	20,661,464	GENERAL EXPENSES	14,257,971.00
		TRANSFERS TO OTHER FUNDS	10,325,921.00
FINES AND FORFEITS	2,527,536		
BUSINESS LICENSES AND PERMITS	622,477	TOTAL OTHER	24,583,892.00
INTEREST INCOME	155,635		
PROPERTY INCOME	20,800		
MISCELLANEOUS REVENUE	798,547		
OTHER FINANCING SOURCES	0		
INTERGOVERNMENTAL REVENUE	8,036,000		
INTERFUND REVENUE	1,295,703		
FUND BALANCE APPROPRIATION	2,838,042		
TOTAL RESOURCES	<u>64,710,369</u>	TOTAL APPROPRIATIONS	<u>64,710,369.00</u>

GENERAL FUND
REVENUE ANALYSIS SUMMARY
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
TAXES						
REAL ESTATE TAXES						
Real Estate Current	12,348,277	14,185,140	14,087,630	14,087,630	14,127,336	14,492,336
Real Estate Prior	523,131	1,616,212	1,471,400	1,471,400	1,604,781	1,678,281
TOTAL REAL ESTATE TAXES	12,871,407	15,801,352	15,559,030	15,559,030	15,732,117	16,170,617
OTHER TAXES						
Transfer Taxes	848,116	850,734	750,000	750,000	294,504	444,504
Hotel Taxes	0	0	750,000	750,000	645,692	685,692
Occupational Privilege	6,312	1,555	0	0	469	0
Local Services Tax	3,016,240	2,865,834	3,063,900	3,063,900	2,654,739	2,938,389
Earned Income	3,447,433	3,806,976	3,450,400	3,450,400	3,372,534	3,442,534
Mercantile/Business Privilege	3,861,965	3,848,895	3,818,900	3,818,900	3,998,487	4,072,429
TOTAL OTHER TAXES	11,180,065	11,373,994	11,833,200	11,833,200	10,966,425	11,583,548
TOTAL TAXES	24,051,473	27,175,347	27,392,230	27,392,230	26,698,542	27,754,165
DEPARTMENTAL REVENUES						
Administration	11,750,437	12,310,680	14,154,504	14,154,504	14,120,134	14,116,995
Building and Housing Development	1,066,634	1,581,159	1,171,350	1,171,350	919,431	988,830
Public Safety	1,795,956	1,546,397	2,410,168	2,410,168	1,750,169	3,183,539
Public Works	1,944,452	2,128,142	2,394,030	2,394,030	2,101,550	2,253,200
Parks and Recreation	189,930	186,117	117,500	117,500	117,900	118,900
TOTAL DEPT. REVENUES	16,747,408	17,752,495	20,247,552	20,247,552	19,009,184	20,661,464

GENERAL FUND
REVENUE ANALYSIS SUMMARY
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
OTHER REVENUES						
Fines and Forfeits	1,682,258	1,957,069	2,179,500	2,179,500	1,815,078	2,527,536
Licenses and Permits	506,113	514,184	482,000	482,000	572,477	622,477
Interest Income	213,292	276,714	180,874	180,874	155,636	155,635
Property Income	40,398	40,114	117,800	117,800	20,800	20,800
Miscellaneous	1,917,487	1,456,157	959,000	959,000	796,047	798,547
Other Financing Sources	7,710,058	500	0	0	0	0
Intergovernmental	7,413,756	8,191,860	8,379,000	8,379,000	8,329,000	8,036,000
Interfund	1,013,518	1,366,615	1,248,324	1,248,324	4,270,101	1,295,703
TOTAL OTHER REVENUES	20,496,879	13,803,214	13,546,498	13,546,498	15,959,139	13,456,698
GENERAL FUND REVENUES	61,295,760	58,731,056	61,186,280	61,186,280	61,666,865	61,872,327
Fund Balance Appropriation	0	0	2,687,265	2,687,265	2,687,265	2,838,042
GENERAL FUND RESOURCES	61,295,760	58,731,056	63,873,545	63,873,545	64,354,130	64,710,369



GENERAL FUND
REVENUE ANALYSIS DETAIL
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
TAXES						
REAL ESTATE TAXES						
CURRENT YEAR LEVY						
Discount Period	9,961,120	11,303,921	11,223,042	11,178,000	10,624,986	10,962,986
Flat Period	1,129,427	1,589,720	1,718,983	1,755,100	1,794,957	1,804,957
Penalty Period	1,188,429	1,383,175	1,325,995	1,251,900	1,758,513	1,768,513
Refund of Prior Year Taxes	0	0	0	0	0	0
TOTAL CURRENT YEAR LEVY	12,278,976	14,276,816	14,268,020	14,185,000	14,178,456	14,536,456
CURRENT YEAR DISCOUNT AND PENALTY						
Discount (2%)	(202,268)	(198,470)	(228,761)	(222,560)	(226,971)	(226,971)
Penalty (10%)	271,569	106,795	133,206	125,190	175,851	182,851
TOTAL DISCOUNT & PENALTY	69,301	(91,675)	(95,555)	(97,370)	(51,120)	(44,120)
TOTAL CURRENT YEAR TAXES	12,348,277	14,185,140	14,172,465	14,087,630	14,127,336	14,492,336
PRIOR YEARS' TAXES						
Tax Liens - Principal	0	0	0	0	0	0
Tax Liens - Interest	0	0	0	0	0	0
Tax Amount - 1st Year Prior	459,580	572,584	716,238	576,200	650,915	658,915
Tax Amount - 2nd Year Prior	662	605,023	646,707	562,000	615,900	623,900
Tax Amount - 3rd & More Prior Years	46,909	289,875	116,124	83,000	87,847	94,347
Penalty & Int - 1st Year Prior	15,652	70,628	91,746	95,200	83,004	103,004
Penalty & Int - 2nd Year Prior	42	74,253	150,574	130,000	140,485	151,485
Penalty & Int - 3rd & More Years	24	3,849	35,521	25,000	26,630	46,630
Tax Amount - Tax Sales	261	0	0	0	0	0
TOTAL PRIOR YEARS' TAXES	523,131	1,616,212	1,756,910	1,471,400	1,604,781	1,678,281
TOTAL REAL ESTATE TAXES	12,871,407	15,801,352	15,929,375	15,559,030	15,732,117	16,170,617
OTHER TAXES						
Transfer Taxes	848,116	850,734	1,056,028	750,000	294,504	444,504
Hotel Taxes	0	0	606,160	750,000	645,692	685,692
OCCUPATIONAL PRIVILEGE TAXES						
Tax Amount - Current Year	0	0	0	0	0	0
Penalty - Current Year	0	0	0	0	0	0
Interest - Current Year	0	0	0	0	0	0
Tax Amount - Prior Years	5,995	1,200	79	0	467	0
Penalty - Prior Years	316	289	6	0	2	0
Interest - Prior Years	0	0	0	0	0	0
O.P.T. Commissions	0	0	0	0	0	0
O.P.T. Commissions Prior Year	0	67	0	0	0	0
TOTAL O.P.T.	6,312	1,555	85	0	469	0

GENERAL FUND
REVENUE ANALYSIS DETAIL
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
LOCAL SERVICES TAX						
Tax Amount - Current Year	2,812,145	2,738,644	1,849,185	2,850,000	2,055,849	2,322,549
Penalty - Current Tax	983	1,364	773	900	50	0
Tax Amount - Prior Year	214,510	198,649	148,710	212,000	600,000	615,500
Penalty - Prior Year	4,798	4,044	(24,890)	4,600	3,000	4,500
E.M.S. Tax Commissions	(15,977)	(76,590)	(23,004)	(3,100)	(3,100)	(3,100)
Prior Year E.M.S. Commissions	(219)	(277)	(233)	(500)	(1,060)	(1,060)
TOTAL L.S.T.	3,016,240	2,865,834	1,950,541	3,063,900	2,654,739	2,938,389
EARNED INCOME TAXES						
Tax Amount - Current Year	3,523,053	3,813,530	3,591,832	3,509,000	3,417,606	3,487,606
Tax Amount - Prior Year	0	0	0	0	0	0
E.I.T. Commissions	(75,621)	(81,345)	(77,551)	(87,700)	(74,172)	(74,172)
Equity Distribution	0	74,790	57,042	29,100	29,100	29,100
TOTAL E.I.T.	3,447,433	3,806,976	3,571,323	3,450,400	3,372,534	3,442,534
MERCANTILE/BUSINESS PRIVILEGE LICENSES						
Business Privilege - Current Year	170,251	156,080	155,480	162,000	164,000	165,500
Business Privilege - Prior Year	6,280	6,480	14,440	4,600	4,800	7,500
Landlord - Current Year	67,920	71,720	65,200	62,000	62,000	70,000
Landlord - Prior Year	3,360	9,600	6,480	2,000	2,520	3,000
TOTAL BUSINESS LICENSES	247,811	243,880	241,600	230,600	233,320	246,000
MERCANTILE/BUSINESS TAXES						
Current Year Tax	2,471,451	2,467,469	2,623,031	2,500,000	2,610,000	2,665,000
Prior Year Tax	147,833	115,131	300,286	70,000	125,500	126,000
Penalty	40,269	42,124	52,244	26,000	30,000	30,000
Interest	14,372	12,673	27,748	6,200	7,800	8,000
Amusement Tax	251,138	250,834	246,431	242,000	242,000	242,000
Amusement Tax Penalty	1,100	1,420	2,684	800	1,825	800
Parking Tax	644,563	671,660	694,378	702,000	702,000	710,000
Parking License Fee	10,570	11,852	13,486	12,500	12,829	12,829
Parking License Fee - Prior Year	0	1,103	887	0	200	0
Parking License Fee - Interest	3,074	2,716	3,876	1,800	2,013	1,800
General License Tax	29,785	28,035	30,665	27,000	31,000	30,000
TOTAL BUSINESS TAXES	3,614,154	3,605,015	3,995,716	3,588,300	3,765,167	3,826,429
TOTAL MERC./BUS. PRIV.	3,861,965	3,848,895	4,237,316	3,818,900	3,998,487	4,072,429
TOTAL OTHER TAXES	11,180,065	11,373,994	11,421,453	11,833,200	10,966,425	11,583,548
TOTAL TAXES	24,051,473	27,175,347	27,350,828	27,392,230	26,698,542	27,754,165

GENERAL FUND
REVENUE ANALYSIS DETAIL
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
DEPARTMENTAL REVENUES						
ADMINISTRATION						
Water Utility Fund	4,834,270	5,170,000	5,190,790	5,235,372	5,235,372	5,232,783
Grants Fund	64,355	60,000	77,632	92,000	92,000	90,000
Sanitation Utility Fund	958,385	958,385	1,495,046	957,745	957,745	957,745
Landfill/Incinerator Utility Fund	0	0	0	0	0	0
Sewerage Utility Fund	5,233,735	5,488,150	6,319,520	7,275,387	7,275,387	7,275,386
Satisfaction Fees	3,122	5,366	1,534	3,000	672	672
Filing Fee Returns	7,919	4,149	2,310	8,000	989	989
Return of Advanced Costs	0	0	10	0	0	0
Metro	204,499	185,825	162,650	178,000	168,675	170,250
Life Partnership Registry	0	0	0	0	360	360
Liens - Court Costs	483	213	119	500	0	0
Collection Revenue (School)	213,020	204,597	193,720	180,000	192,821	192,821
Collection Fees (School Merc.)	87,962	77,893	99,333	88,000	105,561	105,561
Returned Check Fee	12,478	10,853	10,304	11,000	9,977	9,977
Other Administration Revenue	129,649	134,984	109,096	125,000	79,699	79,699
Documents/Publications - Mercantile	249	9,990	314	200	324	200
I.T. Chargebacks	310	275	445	300	552	552
TOTAL ADMINISTRATION	11,750,437	12,310,680	13,662,823	14,154,504	14,120,134	14,116,995
BUILDING & HOUSING DEVELOPMENT						
Rooming House	(390)	(4,696)	(3,673)	3,000	360	370
Appeal Hearing Fees	(1,144)	700	(8,164)	1,000	400	700
License Examination Fees	705	0	0	0	0	0
License Renewal Fees	70,827	187,750	200,255	78,000	70,000	55,000
Permit Fees - Electrical	68,061	138,977	113,766	120,000	120,000	102,000
Permit Fees - Plumbing	55,313	56,740	65,040	55,000	55,000	60,000
Permit Fees - Building	513,016	776,804	640,293	560,000	400,000	450,000
Permit Fees - Low Voltage Electric	4,312	4,858	4,497	5,000	8,600	9,000
Permit Fees - Dumpster	5,977	4,100	3,850	3,500	3,500	5,000
Permit Fees - Demolition	13,034	16,228	13,416	8,000	12,000	18,000
Fire Prevention Code	25,364	19,848	22,839	18,000	15,000	15,000
Permit Fees - Special	175	150	481	150	1,000	2,100
Fees - Flood Plain Certification	3,347	3,709	2,879	3,000	800	1,600
Fees - Buyer Notification	128,725	142,661	97,056	130,000	56,000	85,000
Inspection Services	(646)	(1,515)	(2,060)	0	(465)	0
Emergency Order Liens - Principal	6,575	3,186	25	1,200	1,200	70
Emergency Order Liens - Interest	1,468	441	0	200	200	0
Codes Enforcement	0	0	0	0	0	0
Fees - Planning	3,857	19,494	11,784	15,000	8,000	7,000
Fees - City Health Inspection	63,475	54,931	53,110	55,000	47,000	44,000
Health - State Grant	0	0	0	0	0	0
Health - Federal Grant	0	0	0	0	0	0
Other Health	(105)	0	0	0	0	0
Fees - Zoning Hearing Board	4,375	4,875	15,755	10,000	13,700	12,900
Permit Fees - Zoning	74,819	111,265	93,423	90,000	64,300	60,000
Demolition Liens - Principal	0	0	0	0	0	0
Demolition Liens - Interest	0	0	0	0	0	0
Rental Inspection	24,840	10,095	19,875	15,000	17,800	21,000
Publications and Maps	10	5,030	25	300	0	0
HHA Reimbursement	0	25,000	25,000	0	25,000	25,000
Other Community Dev. Revenue	644	528	477	0	36	90
Certified Local Government Grant	0	0	0	0	0	15,000
TOTAL BUILDING & HOUSING DEV.	1,066,634	1,581,159	1,369,949	1,171,350	919,431	988,830

GENERAL FUND
REVENUE ANALYSIS DETAIL
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
PUBLIC SAFETY						
Temp "No Parking" Signs	454	328	356	300	341	350
Fire and Burglar Alarm	42,972	44,666	26,904	46,371	42,120	44,000
Vehicular Extraction Fees	335	300	105	0	35	200
Towing Fees	0	35,296	36,675	34,000	36,160	35,000
Police Investigation Reports	38,591	39,656	43,962	40,000	43,608	40,000
Fire Investigation Reports	7,795	2,284	2,000	1,200	1,800	1,500
Fees - Police Officer Application	0	0	0	0	0	0
Fees - Firefighter Application	4,230	0	0	0	0	0
Meter Bag Rental	134,872	238,465	131,615	150,000	301,652	250,000
ARRA COPS 2009 Grant	0	0	0	0	0	541,864
ARRA Energy Block Grant	0	0	0	0	0	0
ARRA Justice Assistance Grant	0	0	0	0	0	30,000
GREAT GRANT	0	0	0	0	0	125,000
Police On Patrol	0	0	0	0	0	125,000
Domestic Violence Grant	15,316	0	0	80,988	55,350	0
Auto Theft Grant	0	0	0	106,400	0	52,500
Academy Grant	0	6,606	0	0	0	0
Weed and Seed Grant	0	0	0	0	0	20,750
Cops 2004 Grant	186,094	0	0	400,000	162,981	199,000
Probation/Parole Grant	54,532	2,981	0	252,530	0	0
Counter-Terrorism Grant	0	5,717	0	350,000	0	0
FEMA/USAR Contract	371,857	233,721	361,735	160,000	160,000	160,000
Police Extra Duty Revenue	0	0	0	0	0	376,775
State Police Reimbursement	10,993	89,200	67,595	135,379	235,598	0
Training Grant	0	0	0	0	0	136,000
HHA Reimbursement	0	35	0	290,000	290,000	290,000
Other Public Safety Revenue	43,878	33,291	716,281	50,000	130,301	130,000
Fees - Permit Parking	26,316	26,088	28,310	26,000	28,990	25,600
Fines and Costs	90,325	107,900	80,943	92,000	66,233	75,000
Drug Task Force Reimbursement	0	117,455	77,760	120,000	120,000	115,000
Highway Safety Program Reimburse.	0	51,594	60,966	60,000	60,000	40,000
E911 Surcharge	0	53,811	0	0	0	0
HSD Reimbursement	752,571	444,896	0	0	0	350,000
Dog Licenses	6,529	5,982	5,890	5,000	5,000	5,000
Fees - Booting	8,295	6,125	11,105	10,000	10,000	15,000
TOTAL PUBLIC SAFETY	1,795,956	1,546,397	1,652,202	2,410,168	1,750,169	3,183,539
PUBLIC WORKS						
Permit Fees - Street Cuts	741	0	0	0	0	0
Permit Fees - Sewer Tappage	1,790	54,456	2,401	3,500	3,331	3,500
VMC Charges - Dauphin County	19,892	26,417	33,283	31,000	23,000	31,000
VMC Charges - NCWM	0	0	142,878	600	37,000	37,000
VMC Charges - Water	64,089	72,998	85,788	60,000	83,382	60,000
VMC Charges - Steelton Borough	58,911	61,852	78,159	72,000	32,000	40,000
VMC Charges - Sanitation	229,755	220,092	248,457	210,000	227,733	230,000
VMC Charges - Incinerator	11,837	0	0	0	0	0
VMC Charges - Sewer/A.W.T.F.	50,949	73,882	54,755	36,000	37,230	20,000
VMC Charges - State Liquid Fuels	158,677	165,369	183,791	154,000	218,160	125,000
VMC Charges - Hbg Parking Authority	15,557	18,425	24,687	20,000	14,000	20,000
VMC Charges - Hbg Redev. Authority	3,631	348	645	600	400	600
VMC Charges - Hbg School District	285,684	276,809	302,319	320,000	214,000	250,000
VMC Charges - Hbg Housing Authority	3,325	4,491	4,652	5,000	3,400	5,000
Sewer Maintenance Charges	784,755	856,202	956,894	1,020,030	900,377	1,000,000
Sewer Maintenance Liens - Principal	21,711	18,302	13,470	21,000	3,787	21,000
Sewer Maintenance Liens - Interest	5,942	3,606	3,429	5,000	1,390	5,000
Publications and Maps	117	93	129	100	12	100
CDBG Reimbursement - Demolition	225,512	273,994	162,399	435,000	300,000	400,000
Other Public Works Revenue	1,577	805	3,296	200	2,348	5,000
TOTAL PUBLIC WORKS	1,944,452	2,128,142	2,301,432	2,394,030	2,101,550	2,253,200

GENERAL FUND
REVENUE ANALYSIS DETAIL
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
PARKS AND RECREATION						
Revenue - Pool #1	19,212	18,946	11,766	12,000	10,000	11,000
Revenue - Pool #2	12,389	14,712	7,270	10,000	6,000	6,000
Fees - Shade Trees	269	1,742	300	500	400	400
Fees - Special Parking - City Island	55,447	60,533	43,490	0	50,000	50,000
Contribution/Donations	87,938	65,457	18,343	50,000	36,000	40,000
Explore Prog. Reimb. from HSD	0	19,964	0	0	0	0
Publication Advertising	8,652	4,685	18,137	35,000	12,000	8,000
Recreation Publications	0	0	0	0	0	0
Other Parks and Recreation Rev.	6,021	78	203	10,000	3,500	3,500
TOTAL PARKS AND RECREATION	189,930	186,117	99,509	117,500	117,900	118,900
TOTAL DEPARTMENT REVENUE	16,747,408	17,752,495	19,085,915	20,247,552	19,009,184	20,661,464
OTHER REVENUES						
FINES AND FORFEITS						
DJ - Traffic Violations	457,869	528,120	560,517	474,000	480,387	485,000
DJ - Summary Criminal Offenses	116,461	139,878	174,779	119,000	159,453	162,500
DJ - Codes Violations	70,197	117,502	86,212	86,500	45,887	60,000
City Parking Violations	1,014,384	1,171,569	1,280,050	1,500,000	1,129,351	1,820,036
Witness Fees	2,098	0	0	0	0	0
Other Fines and Forfeits	21,249	0	0	0	0	0
TOTAL FINES AND FORFEITS	1,682,258	1,957,069	2,101,558	2,179,500	1,815,078	2,527,536
LICENSES AND PERMITS						
Alcoholic Beverage Licenses	33,950	34,150	30,300	32,000	32,000	32,000
Cable TV Franchise License	472,163	480,034	500,742	450,000	540,477	590,477
TOTAL LICENSES AND PERMITS	506,113	514,184	531,042	482,000	572,477	622,477
INTEREST INCOME						
Savings	58,314	99,171	28,233	30,000	5,444	5,445
Tax Appeal	1,122	1,193	893	1,000	573	573
Collection System	10	11	9	0	2	0
Education	2,798	13,269	1,199	1,000	645	645
Transfer Interest	14,247	738	377	500	33	33
E.M.S.Tax Rebate Account Interest	5,678	3,603	909	1,000	225	225
MOED Loans	83,920	64,537	86,523	80,000	80,500	80,500
PNI Loan Interest	26,119	25,990	18,169	17,100	20,516	20,516
Other Investments	8,442	54,903	49,982	45,000	46,142	46,142
Interest Earnings	0	0	0	0	0	0
Insurance Service	11,898	12,603	4,950	5,000	1,491	1,491
Insurance Interest - W.C.	0	0	0	0	0	0
Water System Sale Proceeds	745	696	261	274	65	65
TOTAL INTEREST INCOME	213,292	276,714	191,505	180,874	155,636	155,635

GENERAL FUND
REVENUE ANALYSIS DETAIL
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
PROPERTY INCOME						
Rental Income	15,646	21,000	1,788	18,000	0	0
HPA Rental Income	0	15,600	19,067	20,800	20,800	20,800
Easement Fees	22,402	2,513	16,583	29,000	0	0
Gain on Sale of Fixed Assets	2,350	1,000	213,980	50,000	0	0
TOTAL PROPERTY INCOME	40,398	40,114	251,418	117,800	20,800	20,800
MISCELLANEOUS						
Reimbursement for Loss/Damage	42,330	120,970	0	40,000	0	0
Stop Loss Recoveries	1,031,144	517,595	264,473	50,000	0	0
Insurance Reimbursement for Loss	0	98,057	108,191	90,000	87,665	87,665
Contributions and Donations	6,059	860	(19)	0	0	0
Miscellaneous	31,807	3,699	0	5,000	0	0
Payments In Lieu of Taxes (PILOTS)	422,799	484,975	429,151	390,000	427,503	430,003
Naming Rights	0	0	27,525	0	0	0
Harrisburg Broadcasting Network	58,232	40,193	0	20,000	20,700	20,700
MOSP - Project Development Reimb	0	0	0	0	0	0
Refund of Expenditures	229,245	42,885	97,703	160,000	16,476	16,476
Express Script Rebate	78,721	80,201	107,663	80,000	132,021	132,021
Medicare Part D Program	3,274	37,794	136,488	110,000	94,473	94,473
Miscellaneous Lien - Principal	13,876	28,930	57,164	14,000	17,209	17,209
TOTAL MISCELLANEOUS	1,917,487	1,456,157	1,228,339	959,000	796,047	798,547
OTHER FINANCING SOURCES						
S.W.A.P. Revenue	0	0	0	0	0	0
City Guarantee Fees	0	0	0	0	0	0
Mortgage Refinancing Proceeds	0	0	0	0	0	0
T.R.A.N./Loan Proceeds	7,093,500	0	0	0	0	0
Settlement Recoveries	616,558	500	0	0	0	0
TOTAL OTHER FINANCING SOURCES	7,710,058	500	0	0	0	0
INTERGOVERNMENTAL						
Pension System State Aid	2,829,326	2,881,276	2,590,486	2,590,000	2,590,000	2,500,000
Public Utility Realty Taxes	39,536	35,585	36,288	36,000	36,000	36,000
Capital Fire Protection	1,020,000	1,270,000	1,253,000	1,253,000	1,203,000	1,000,000
HPA Coordinated Parking Agreement	3,524,893	4,005,000	4,750,000	4,500,000	4,500,000	4,500,000
TOTAL INTERGOVERNMENTAL	7,413,756	8,191,860	8,629,774	8,379,000	8,329,000	8,036,000
INTERFUND TRANSFERS						
Capital Projects Fund	0	0	0	0	0	0
Trust and Agency Fund	0	0	0	0	0	0
Hydroelectric Dam Fund	74,118	0	0	0	0	0
Sanitation Utility Fund	939,400	1,366,615	821,245	1,248,324	1,418,136	1,295,703
Sewer Utility Fund	0	0	0	0	2,851,965	0
TOTAL INTERFUND TRANSFERS	1,013,518	1,366,615	821,245	1,248,324	4,270,101	1,295,703
TOTAL OTHER REVENUES	20,496,879	13,803,214	13,754,881	13,546,498	15,959,139	13,456,698
GENERAL FUND REVENUE	61,295,760	58,731,056	60,191,624	61,186,280	61,666,865	61,872,327
Fund Balance Appropriation	0	0	0	2,687,265	2,687,265	2,838,042
GENERAL FUND RESOURCES	61,295,760	58,731,056	60,191,624	63,873,545	64,354,130	64,710,369

GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF ADMINISTRATION

DEPARTMENT OF BUILDING AND HOUSING
DEVELOPMENT

DEPARTMENT OF PUBLIC SAFETY

DEPARTMENT OF PUBLIC WORKS

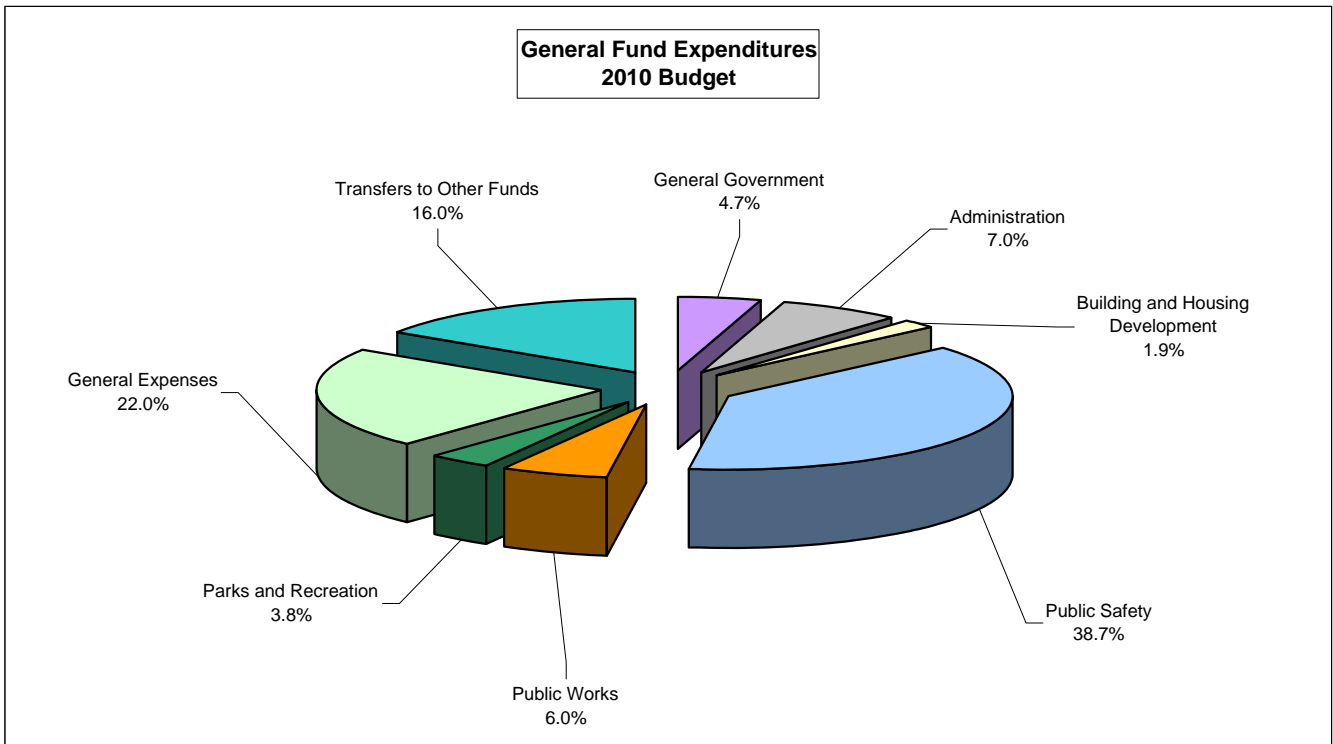
DEPARTMENT OF PARKS AND RECREATION

GENERAL EXPENSES AND
TRANSFERS TO OTHER FUNDS

GENERAL FUND
EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
General Government	3,583,648	4,220,054	3,625,992	3,543,663	3,420,409	3,016,742
Administration	6,962,912	4,539,041	4,466,805	4,472,295	4,082,031	4,511,652
Building and Housing Development	1,788,691	1,514,199	1,556,420	1,386,136	1,414,356	1,236,403
Public Safety	28,532,420	26,844,918	28,213,063	23,920,204	23,415,791	25,028,980
Public Works	3,893,385	4,059,510	4,104,128	4,476,609	4,203,798	3,898,689
Parks and Recreation	2,839,889	2,739,185	2,681,242	2,570,414	2,477,073	2,434,011
General Expenses	2,959,643	5,625,853	2,795,234	12,230,714	11,056,425	14,257,971
Transfers to Other Funds	8,776,981	6,324,036	10,004,928	11,266,223	11,266,223	10,325,921
TOTAL GENERAL FUND	<u>59,337,568</u>	<u>55,866,795</u>	<u>57,447,812</u>	<u>63,866,258</u>	<u>61,336,106</u>	<u>64,710,369</u>

Personnel Services	38,979,461	37,057,976	37,867,555	41,548,004	39,557,292	41,998,179
Operating Expenses	7,273,174	8,570,664	7,883,382	8,998,946	8,547,917	7,954,086
Capital Outlay	3,126,247	1,083,749	834,190	981,525	1,008,569	1,171,931
Grants	494,814	849,239	759,034	876,355	768,355	446,752
Miscellaneous	25,392	0	1,136	108,843	105,816	2,813,500
Transfers	8,776,981	6,324,036	10,004,928	11,266,223	11,266,223	10,325,921
Non-Expenditure Items	661,498	1,981,132	97,588	86,362	81,934	0
TOTAL GENERAL FUND	<u>59,337,568</u>	<u>55,866,795</u>	<u>57,447,812</u>	<u>63,866,258</u>	<u>61,336,106</u>	<u>64,710,369</u>



EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
GENERAL GOVERNMENT						
<u>0101 OFFICE OF CITY COUNCIL</u>						
Personnel Services	295,090	367,170	325,650	317,398	302,618	315,268
Operating Expenses	52,530	305,353	54,138	86,800	74,088	55,250
Capital Outlay	0	0	0	0	0	0
Grants	0	0	0	0	0	0
TOTALS	347,620	672,523	379,788	404,198	376,706	370,518
<u>0102 OFFICE OF THE MAYOR</u>						
Personnel Services	413,307	394,848	397,109	317,248	317,166	247,162
Operating Expenses	29,990	53,232	19,250	33,168	28,584	31,350
Capital Outlay	4,504	4,778	0	7,000	7,000	7,000
TOTALS	447,802	452,858	416,359	357,416	352,750	285,512
<u>0103 OFFICE OF THE CITY CONTROLLER</u>						
Personnel Services	227,304	233,068	229,088	193,700	193,360	180,312
Operating Expenses	5,569	4,272	3,709	5,100	5,100	4,450
Capital Outlay	0	0	0	0	0	0
TOTALS	232,873	237,340	232,797	198,800	198,460	184,762
<u>0104 OFFICE OF THE CITY TREASURER</u>						
Personnel Services	554,986	534,033	509,260	486,695	472,121	489,638
Operating Expenses	94,417	96,140	71,195	101,740	101,740	91,990
Capital Outlay	0	0	0	35,708	35,708	41,020
TOTALS	649,403	630,173	580,455	624,143	609,569	622,648
<u>0105 OFFICE OF THE CITY SOLICITOR</u>						
Personnel Services	332,428	305,218	311,397	226,266	220,420	303,423
Operating Expenses	51,072	27,398	55,756	96,200	81,683	173,350
Capital Outlay	0	0	0	0	0	0
TOTALS	383,500	332,616	367,153	322,466	302,103	476,773
<u>0106 HARRISBURG HUMAN RELATIONS COMMISSION</u>						
Personnel Services	133,867	137,774	126,206	137,710	130,347	136,961
Operating Expenses	16,700	20,322	14,786	21,995	21,995	20,770
Capital Outlay	0	0	0	0	0	0
TOTALS	150,567	158,096	140,992	159,705	152,342	157,731

EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
<u>0107 OFFICE OF THE CITY ENGINEER</u>						
Personnel Services	258,368	243,762	218,089	229,887	180,950	181,508
Operating Expenses	280,563	367,648	436,537	405,880	406,361	342,590
Capital Outlay	832,952	659,311	508,097	641,168	641,168	394,700
Grants	0	465,725	345,725	200,000	200,000	0
TOTALS	<u>1,371,883</u>	<u>1,736,446</u>	<u>1,508,448</u>	<u>1,476,935</u>	<u>1,428,479</u>	<u>918,798</u>
TOTAL GENERAL GOVERNMENT						
Personnel Services	2,215,350	2,215,874	2,116,799	1,908,904	1,816,982	1,854,272
Operating Expenses	530,841	874,365	655,371	750,883	719,551	719,750
Capital Outlay	837,456	664,089	508,097	683,876	683,876	442,720
Grants	0	465,725	345,725	200,000	200,000	0
TOTAL EXPENDITURES	<u><u>3,583,648</u></u>	<u><u>4,220,054</u></u>	<u><u>3,625,992</u></u>	<u><u>3,543,663</u></u>	<u><u>3,420,409</u></u>	<u><u>3,016,742</u></u>

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Approved Budget
GENERAL GOVERNMENT						
Office of City Council	10.00	10.00	10.00	10.00	10.00	10.00
Office of the Mayor	5.00	5.00	5.00	5.00	5.00	4.00
Office of the City Controller	4.00	4.00	4.00	4.00	4.00	4.00
Office of City Treasurer	11.40	11.40	11.40	10.40	10.40	10.40
Office of City Solicitor	5.00	4.00	4.00	4.00	4.00	5.00
Human Relations Commission	3.00	3.00	3.00	3.00	3.00	3.00
Office of City Engineer	4.00	4.00	4.00	4.00	4.00	3.00
 TOTAL POSITIONS	 42.40	 41.40	 41.40	 40.40	 40.40	 39.40

The 2006 Approved Budget eliminates a Legal Assistant from the Office of the City Solicitor. In the Human Relations Commission, the vacant Administrative Assistant is reclassified to a Secretary I position. In the 2007 approved budget the Offices of General Government, eliminated two positions. In the Office of City Council, the Legislative Liaison position was reclassified as an Assistant City Clerk. In the Office of the City Solicitor, a Paralegal was eliminated. There were no personnel changes in General Government in the 2008 budget. In 2009 there was an addition of a Civil Engineer/GIS Manager to the City Engineers Office and a elimination of the Civil Engineer in that office. Also the Office of Economic Development eliminated the Secretary position. In the Office of the City Solicitor a Legal Assistant was transferred from the Sewer Fund and an Assistant City Solicitor was eliminated. In the Office of the City Treasurer an Administrative Assistant position was eliminated. In 2010 Budget the Bureau of Economic Development was moved to the Department of Building and Housing. Also, in Office of City Solicitor, the Deputy City Solicitor was moved from the Water Fund and Sewer Fund, funded half by both, to the Office of City Solicitor which will be funded fully by the Office of the City Solicitor. In the Office of the City Engineer the GIS Engineer/GIS Manager which was vacant has been eliminated.

OFFICE OF CITY COUNCIL

Harrisburg's City Council is the Legislative Branch of City government. The City Council consists of seven members who are elected at large. The City Council President is elected by the Council members and presides over the Council meetings. In the event of illness or absence, the Vice-President presides over the meetings. City Council considers and evaluates legislative concerns through a study committee structure consisting of committees on Administration, Budget and Finance, Building and Housing, Community and Economic Development, Children and Youth, Parks and Recreation, Public Safety, and Public Works. City Council also confirms all department directors and certain other Mayoral appointees. Council is also required, by the Third Class Optional City Code of Pennsylvania, to pass an annual budget by December 31 of each fiscal year.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund			0101 City Council	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	257,789	Council Members	7	139,789
Salaries-BU	35,075	City Clerk	1	70,000
Overtime	0	Assistant City Clerk	1	48,000
Fringe Benefits	22,404			
TOTAL	315,268	Total Management	9	257,789
OPERATING EXPENSES		Administrative Assistant	1	35,075
Communications	7,250	Total Bargaining Unit	1	35,075
Professional Services	0			
Utilities	0	Overtime		0
Insurance	0			
Rentals	0	FICA		22,404
Maintenance & Repairs	6,000	Healthcare Benefits - Active		0
Contracted Services	17,550	Healthcare Benefits - Retirees		0
Supplies	24,450			
Minor Capital Equipment	0	Total Fringe Benefits		22,404
TOTAL	55,250	TOTAL	10	315,268
CAPITAL OUTLAY		0		
GRANTS		0		
TOTAL APPROPRIATION		370,518		

OFFICE OF THE MAYOR

The Mayor is the Chief Executive Officer of Harrisburg's government. The Mayor is an elected official, is full-time, and is the sole appointing authority of all department and office directors and Mayor's Office staff. Department heads must be confirmed by a majority of City Council before appointment is permanent. Senior City government officials, including department and office heads, comprise the Mayor's Cabinet. The Mayor has broad discretionary, executive, and administrative authority under the provisions of the Third Class Optional City Code of Pennsylvania, the City's Charter, and the Codified Ordinances of the City of Harrisburg. The Mayor also heads the Executive/Administrative Branch of City government. The Mayor is automatically a member of several public or quasi-public boards of directors, including the Tri-County Planning Commission and the Harrisburg Area Transportation Study Group (HATS). The Mayor is the sole appointing authority of members of most boards, commissions and task forces, with City Council confirmation required for many of these appointees.

The Mayor has broad policy-making authority, and by Executive Order or other action, can direct the use of municipal resources, including the setting of priorities for the use of resources. The Office can assume an initiative role in matters, projects, and policies of a Citywide or regional nature. In the event of a civil emergency or natural disaster, the Mayor, under State and City laws, has the sole authority to declare a state of emergency and to direct or redirect governmental and other response to such events. Administratively, the Mayor has contracting authority and no valid or binding contract involving the municipal government exists without the Mayor's and City Controller's signatures.

As a result of legislation adopted by the Pennsylvania General Assembly in late 2000, the Mayor of Harrisburg is the only elected municipal governmental official in the State charged with oversight responsibility of the local public school system, the Harrisburg School District. The Mayor appoints the five member Board of Control, who serve at the Mayor's pleasure. The Mayor has direct decision-making involvement in major policy, personnel, and programmatic matters pertaining to the District in this comprehensive reform and improvement initiative.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund 0102 Mayor's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	229,597	Mayor	1	80,000
Overtime	0	Assistant to Mayor/	1	50,000
Fringe Benefits	17,565	Director of Communications		
		Assistant to Mayor	1	54,857
TOTAL	247,162	Special Assistant to Mayor	1	44,740
OPERATING EXPENSES		Total Management	4	229,597
Communications	12,350			
Professional Services	200	Overtime		0
Utilities	0			
Insurance	0	FICA		17,565
Rentals	200	Healthcare Benefits - Active		0
Maintenance & Repairs	3,225	Healthcare Benefits - Retirees		0
Contracted Services	1,700			
Supplies	8,975	Total Fringe Benefits		17,565
Minor Capital Equipment	4,700			
TOTAL	31,350	TOTAL	4	247,162
CAPITAL OUTLAY				
	7,000			
TOTAL APPROPRIATION				
	285,512			

OFFICE OF THE CITY CONTROLLER

The Office of City Controller is an autonomous office of City government headed by the City Controller, an independently elected official. This office is responsible for the review and approval of all expenditures and obligations of the City. Performing the internal audit function requires that all purchase orders, warrants, contracts, and agreements be reviewed for compliance with the Third Class City Code, other State laws, City of Harrisburg administrative policies, and City ordinances. The signature of the City Controller is a legal requirement on all of the aforementioned documents. This office also issues monthly financial reports to the Mayor and City Council, which analyze revenues and expenditures for all budgeted funds.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0103 City Controller's Office		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	127,645	City Controller	1	20,000
Salaries-BU	39,853	Chief Deputy Controller	1	58,056
Overtime	0	Audit Manager	1	49,589
Fringe Benefits	12,814			
		Total Management	3	127,645
TOTAL	180,312			
OPERATING EXPENSES		Auditor	1	39,853
Communications	150	Total Bargaining Unit	1	39,853
Professional Services	0			
Utilities	0			
Insurance	0	Overtime		0
Rentals	0			
Maintenance & Repairs	450	FICA		12,814
Contracted Services	2,750	Healthcare Benefits - Active		0
Supplies	1,100	Healthcare Benefits - Retirees		0
Minor Capital Equipment	0			
		Total Fringe Benefits		12,814
TOTAL	4,450			
CAPITAL OUTLAY	0	TOTAL	4	180,312
TOTAL APPROPRIATION	184,762			

OFFICE OF THE CITY TREASURER

The Office of City Treasurer is headed by the City Treasurer, an independently elected official. The City Treasurer is responsible for the collection, safekeeping, and investment of City revenues; including all fees, fines, and taxes. The City Treasurer also serves as collector for Harrisburg School District taxes. Computer technology advancements have improved the collection of payments and the reporting of such receipts. Examples include: direct debit; processing scannable tax, and utility bills; various banking software; acceptance of credit and debit cards for all payments; automatic payment plan options; electronic funds transfer acceptance; computerized processing of multiple payments; computerized returned check procedures; and the use of computer generated lists to process payments. Additional improvements still in the testing phase include: internet payments, on-line bill payment, on-line electronic check acceptance.

All monies collected are invested utilizing several money management techniques to optimize interest earnings while ensuring the safety of funds. Economic trends and monitoring of the financial markets allow for maximized yield investment

The City Treasurer must sign all checks disbursed for payroll and the receipt of goods or services, in addition to coordinating all electronic fund transfers and receipts. This office is responsible for obtaining all information necessary for issuing Municipal Fire Certificates in accordance with the City and State fire insurance escrow laws. Treasury prepares and distributes to departments monthly reports for City investments, paid invoices, credit card activity, and the cumulative history of insufficient funds checks. On a daily basis, Treasury monitors the City's bank accounts electronically. The Treasurer also executes funding transfers for debt service payments on all outstanding City bond and note issues. This office has the authority to manage all bank accounts of the City, including the transfer of funds between different bank accounts and the reconciliation to the City's general ledger.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0104 City Treasurer's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	237,197	City Treasurer	1	20,000
Salaries-BU	217,645	Deputy Treasurer	1	68,000
Overtime	0	Assistant Deputy Treasurer	1	56,000
Fringe Benefits	34,796	Computer Programmer	1	65,994
		System Programmer Trainee	0.40	27,203
TOTAL	489,638	Total Management	4.40	237,197
OPERATING EXPENSES				
Communications	8,840	Auditor	1	39,607
Professional Services	0	Administrative Assistant I	1	34,720
Utilities	0	Lead Cashier	1	36,284
Insurance	2,000	Cashier II	2	69,986
Rentals	0	Accounting Clerk III	1	37,048
Maintenance & Repairs	43,500			
Contracted Services	15,000	Total Bargaining Unit	6	217,645
Supplies	21,550			
Minor Capital Equipment	1,100	Other Salaries		0.00
TOTAL	91,990	Overtime		0
CAPITAL OUTLAY				
	41,020	FICA		34,796
		Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
TOTAL APPROPRIATION	622,648	Total Fringe Benefits		34,796
		TOTAL	10.40	489,638

OFFICE OF THE CITY SOLICITOR

The City Solicitor's Office is responsible for handling all legal matters affecting the City. This entails providing legal counsel to the Mayor, the City Controller, the City Treasurer, and City Council.

This office manages all legal action taken by the City and defends or supervises the defense of actions filed against the City, including all labor law matters. It reviews and provides administrative legal support for all bond issuances, prepares and files all proofs of claim on behalf of the City in bankruptcy proceedings and represents the City in all such proceedings. It also plays a significant role in major projects undertaken by the City and handles real estate transfers and loan closings for the Departments of Building and Housing.

Law Bureau Office staff prosecute codes violations, violations of City ordinances, bad check cases, and other criminal offenses in the name of the Commonwealth, and participate in all tax assessment appeals filed by property owners. The Office drafts or reviews, for form and legality, all legislation considered by Council and all City contracts. The City Solicitor provides legal opinions to department directors, bureau chiefs, and their staff to assure legal compliance in matters affecting their departments and assists the Department of Administration's efforts to recover delinquent taxes and utilities. The City Solicitor's opinion on legal matters is final within City government.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund			0105 City Solicitor's Office	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	281,860	City Solicitor	1	85,490
Overtime	0	Deputy City Solicitor	1	65,000
Fringe Benefits	21,563	Assistant City Solicitor	1	55,000
		Confidential Legal Secretary II	1	44,370
		Legal Assistant	1	32,000
TOTAL	<u>303,423</u>			
OPERATING EXPENSES		Total Management	<u>5</u>	<u>281,860</u>
Communications	2400	Overtime		<u>0</u>
Professional Services	144450			
Utilities	0	FICA		21,563
Insurance	0	Healthcare Benefits - Active		0
Rentals	0	Healthcare Benefits - Retirees		0
Maintenance & Repairs	0			
Contracted Services	5300	Total Fringe Benefits		<u>21,563</u>
Supplies	20200			
Minor Capital Equipment	1000			
TOTAL	<u>173,350</u>	TOTAL	<u><u>5</u></u>	<u><u>303,423</u></u>
CAPITAL OUTLAY		0		
TOTAL APPROPRIATION		<u>476,773</u>		

HARRISBURG HUMAN RELATIONS COMMISSION

This office is the City's full-time official agency designed to administer, implement, and enforce the provisions of the City's Human Relations and Discrimination Code prohibiting discrimination. The Code applies to discriminatory practices; including, but not limited to, discrimination in employment, housing, public accommodations, education, and lending, which occur within the territorial limits of the City of Harrisburg and to employment, contracted for, performed, or to be performed within these limits, or by those contracting with the City. The Commission initiates, receives, investigates, and attempts to satisfactorily resolve complaints alleging violation of the Code. This office also establishes programs to increase communication and eliminate prejudice among various racial, religious, and ethnic groups. The Commission offers an annual "Human Relations Camp" designed to educate metropolitan Harrisburg youth regarding values in cultural diversity. The Commission also serves as a clearinghouse for related information, as well as a referral source for various agencies providing a variety of services to the citizens of the Harrisburg area.

A nine-member Commission is appointed by the Mayor and must be confirmed by City Council. The Commission supervises an Executive Director, who oversees the Commission's other staff and volunteers. The Code requires Commissioners to meet ten times a year and these meetings are open to the public. Services provided by the Commission require no out-of-pocket expenses for those wishing to file a complaint.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0106 Human Relations Commission		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	55,105	Executive Director	1	55,105
Salaries-BU	72,123			
Overtime	0	Total Management	1	55,105
Fringe Benefits	9,733			
TOTAL	136,961	Human Relations Specialist I	1	36,906
		Secretary II	1	35,217
OPERATING EXPENSES		Total Bargaining Unit	2	72,123
Communications	1,600			
Professional Services	12,000	Overtime		0
Utilities	0			
Insurance	0	FICA		9,733
Rentals	0	Healthcare Benefits - Active		0
Maintenance & Repairs	300	Healthcare Benefits - Retirees		0
Contracted Services	4,775			
Supplies	2,095	Total Fringe Benefits		9,733
Minor Capital Equipment	0			
TOTAL	20,770	TOTAL	3	136,961
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	157,731			

OFFICE OF THE CITY ENGINEER

The Office of City Engineer is a resource that is interdepartmental in scope and function. This office consults with all City agencies involved in infrastructure repairs, replacements, modifications, or additions. The Harrisburg Authority and Harrisburg Parking Authority also coordinate infrastructure improvement projects with this office. The Office is responsible for establishing the scope of work for paving, storm drainage, and utility repair/replacement projects. The City Engineer acts as liaison with the Pennsylvania Department of Transportation (PennDOT) District Engineer to plan, coordinate, and review all highway and traffic control projects on state roads and bridges within City limits and all capital improvement projects that are constructed in partnership with PennDOT on a cost sharing basis.

The Office performs all required traffic studies to justify the establishment of traffic control devices, including, but not limited to, stop signs, traffic signals, pedestrian crossings, one-way and two-way traffic, and restricted or public parking areas. The City Engineer represents the City on the Harrisburg Area Transportation Study (HATS) Technical and Coordinating Committees.

This office issues and controls street cut permits and construction/maintenance bonds in the City. This office inspects/approves the work of contractors working on City streets for paving, pipeline, and parking lot projects. Engineering Representatives are assigned to assure compliance with state and local street cut regulations and to assure proper flow of traffic around work areas. Staff also obtain State Highway Occupancy Permits for all work performed on City-owned utilities located within state highway rights-of-way. The Registrar of Real Estate maintains a current file of real property deeds. This includes preparation and maintenance of City plot plans and accurate record-keeping for every change in property ownership in the City.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0107 City Engineer's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	80,000	City Engineer	1	80,000
Salaries-BU	88,609			
Overtime	0			
Fringe Benefits	12,899	Total Management	1	80,000
TOTAL	181,508			
OPERATING EXPENSES		Engineer's Representative III	1	47,892
		Registrar of Real Estate III	1	40,717
Communications	3,900	Total Bargaining Unit	2	88,609
Professional Services	300			
Utilities	0			
Insurance	0	Overtime		0
Rentals	0			
Maintenance & Repairs	333,400	FICA		12,899
Contracted Services	1,240	Healthcare Benefits - Active		0
Supplies	2,850	Healthcare Benefits - Retirees		0
Minor Capital Equipment	900	Total Fringe Benefits		12,899
TOTAL	342,590			
CAPITAL OUTLAY	394,700.00	TOTAL	3	181,508
GRANTS (MATCHING SHARE)	0			
TOTAL APPROPRIATION	918,798.00			

OFFICE OF THE CITY ENGINEER

The Office of City Engineer is a resource that is interdepartmental in scope and function. This office consults with all City agencies involved in infrastructure repairs, replacements, modifications, or additions. The Harrisburg Authority and Harrisburg Parking Authority also coordinate infrastructure improvement projects with this office. The Office is responsible for establishing the scope of work for paving, storm drainage, and utility repair/replacement projects. The City Engineer acts as liaison with the Pennsylvania Department of Transportation (PennDOT) District Engineer to plan, coordinate, and review all highway and traffic control projects on state roads and bridges within City limits and all capital improvement projects that are constructed in partnership with PennDOT on a cost sharing basis.

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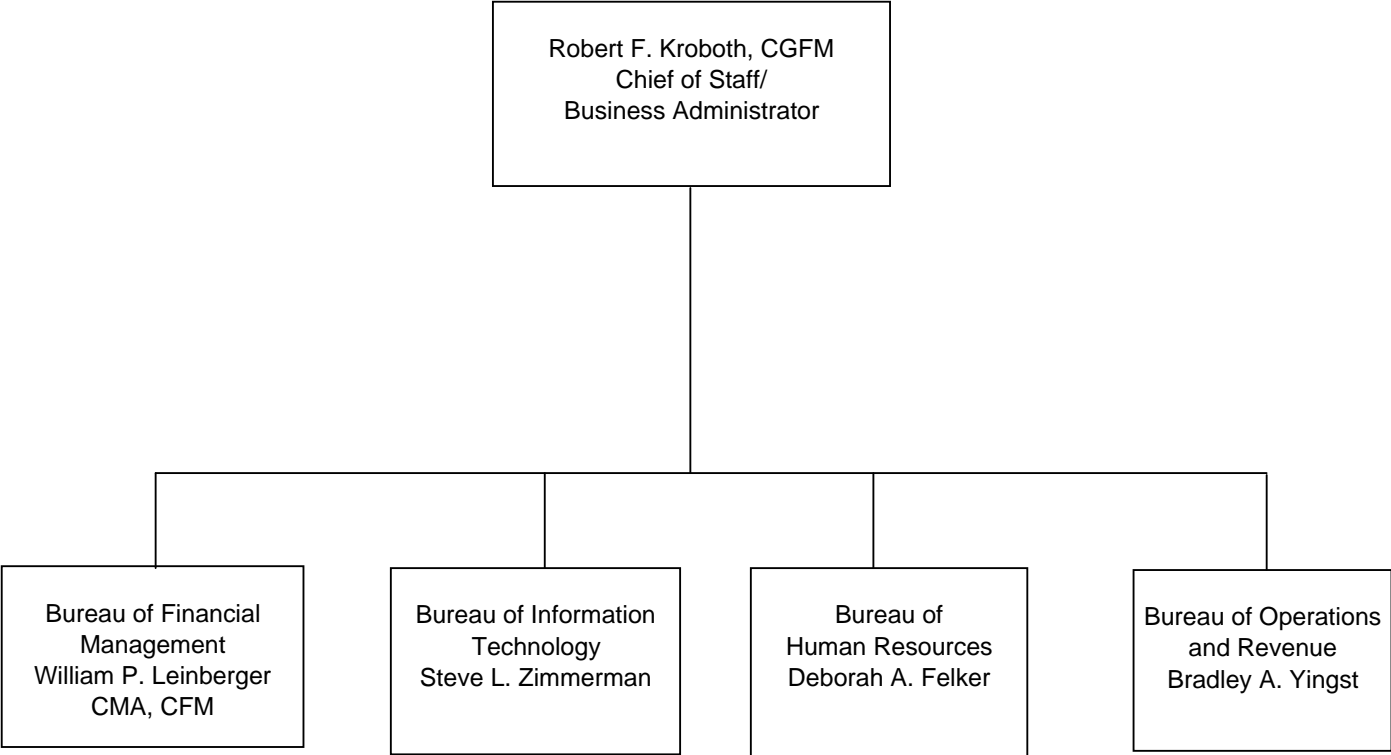
EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0107 City Engineer's Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	80,000	City Engineer	1	80,000
Salaries-BU	88,609			
Overtime	0			
Fringe Benefits	12,899	Total Management	1	80,000
TOTAL	181,508			
OPERATING EXPENSES		Engineer's Representative III	1	47,892
		Registrar of Real Estate III	1	40,717
Communications	3,900	Total Bargaining Unit	2	88,609
Professional Services	300			
Utilities	0			
Insurance	0	Overtime		0
Rentals	0			
Maintenance & Repairs	333,400	FICA		12,899
Contracted Services	1,240	Healthcare Benefits - Active		0
Supplies	2,850	Healthcare Benefits - Retirees		0
Minor Capital Equipment	900	Total Fringe Benefits		12,899
TOTAL	342,590			
CAPITAL OUTLAY	394,700.00	TOTAL	3	181,508
GRANTS (MATCHING SHARE)	0			
TOTAL APPROPRIATION	918,798.00			

DEPARTMENT OF ADMINISTRATION



EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Approved Budget
DEPARTMENT OF ADMINISTRATION						
<u>0110 OFFICE OF THE BUSINESS ADMINISTRATOR</u>						
Personnel Services	264,033	168,795	270,854	262,101	184,600	134,563
Operating Expenses	10,529	44,817	40,537	60,721	43,363	42,037
Capital Outlay	0	0	0	0	0	0
TOTALS	274,562	213,612	311,391	322,822	227,963	176,600
<u>0112 BUREAU OF FINANCIAL MANAGEMENT</u>						
Personnel Services	569,359	428,749	394,962	428,624	331,652	371,629
Operating Expenses	200,199	209,382	194,953	198,160	192,374	197,520
Capital Outlay	0	0	0	0	0	0
Grants	0	0	0	100,000	90,000	0
TOTALS	769,558	638,131	589,915	726,784	614,026	569,149
<u>0116 BUREAU OF INFORMATION TECHNOLOGY</u>						
Personnel Services	804,692	690,229	682,754	560,165	564,325	574,696
Operating Expenses	135,273	202,606	187,295	353,935	327,834	309,939
Capital Outlay	207,239	147,821	128,015	125,019	125,019	466,994
TOTALS	1,147,204	1,040,656	998,064	1,039,119	1,017,178	1,351,629
<u>0117 BUREAU OF HUMAN RESOURCES</u>						
Personnel Services	492,593	352,635	363,758	308,885	259,512	313,138
Operating Expenses	84,948	71,325	68,751	79,860	70,165	80,650
Capital Outlay	0	0	0	0	0	0
TOTALS	577,541	423,960	432,509	388,745	329,677	393,788

EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Approved Budget
<u>0124 BUREAU OF OPERATIONS AND REVENUE</u>						
Personnel Services	1,260,388	1,164,255	1,130,230	881,256	845,438	839,396
Operating Expenses	1,044,791	938,051	902,566	1,019,161	945,237	994,450
Capital Outlay	1,888,868	120,375	102,130	94,408	102,512	186,640
TOTALS	<u>4,194,047</u>	<u>2,222,681</u>	<u>2,134,926</u>	<u>1,994,825</u>	<u>1,893,187</u>	<u>2,020,486</u>
TOTAL DEPARTMENT OF ADMINISTRATION						
Personnel Services	3,391,065	2,804,664	2,842,558	2,441,031	2,185,527	2,233,422
Operating Expenses	1,475,740	1,466,181	1,394,102	1,711,837	1,578,973	1,624,596
Capital Outlay	2,096,107	268,196	230,145	219,427	227,531	653,634
Grants	0	0	0	100,000	90,000	0
TOTAL EXPENDITURES	<u><u>6,962,912</u></u>	<u><u>4,539,041</u></u>	<u><u>4,466,805</u></u>	<u><u>4,472,295</u></u>	<u><u>4,082,031</u></u>	<u><u>4,511,652</u></u>

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Approved Budget
ADMINISTRATION						
Office of the Business Administrator	3.00	3.00	3.00	4.00	4.00	2.00
Financial Management	10.00	9.00	9.00	8.00	8.00	7.00
Information Technology	11.60	9.60	9.60	8.60	8.60	8.60
Human Resources	7.00	5.00	5.00	6.00	6.00	5.00
Mayor's Office for Labor Relations	2.00	0.00	0.00	0.00	0.00	0.00
Operations & Revenue	15.00	14.00	14.00	13.00	13.00	20.00
TOTAL POSITIONS	48.60	40.60	40.60	39.60	39.60	42.60

In the 2006 Approved Budget, five vacant positions are eliminated from the Department of Administration: a Confidential Secretary from the Office of the Business Administrator, a Risk Manager and Secretary from the Bureau of Financial Management, an Administrative Assistant from the Mayor's Office for Labor Relations, and a Paralegal from the Bureau of Operations & Revenue. In the Bureau of Information Technology, a LAN Services Officer was reclassified as a LAN Services Assistant and a Clerk II position was transferred to the Department of Public Works, Bureau of Building Maintenance. The Bureau of Operations & Revenue was reorganized, effective January 1, 2006. The Office of Billing and Central Support was eliminated. The incumbent Customer Service Representative I was transferred to the Office of Credit Collection within the bureau. The Central Support Assistant II and the Reproduction Technician were transferred to the Department of Public Works, Bureau of Building Maintenance along with the Duplication Center. In the 2007 approved budget The Department of Administration is budgeted to have a net loss of nine positions from the 2006 Approved Budget. In the Office of the Business Administrator, a Confidential Secretary that was hired in 2006 was added to the 2007 Approved Budget, while a vacant Assistant to the Business Administrator position was eliminated. In the Bureau of Financial Management, a Loss Control Officer was eliminated, as well as a vacant Administrative Assistant. The Bureau added two, temporary part-time positions. In the Bureau of Information Technology, a Programmer was eliminated, as well as a vacant LAN Administrator. A Payroll Manager was eliminated in the Bureau of Human Resources, as well as a vacant Benefits Coordinator. The Mayor's Office For Labor Relations was eliminated in 2006, with its Director and Labor Relations Assistant. A Customer Service Representative/Account Specialist was transferred in 2007 to the Bureau of Police from the Bureau of Operations and Revenue. In 2008 the Deputy Business Administrator moved to the Office of the Business Administrator from Financial Management. The position was later changed to become the Deputy Chief of Staff/ Business Administrator. The Business Administrator position was also changed to Chief of Staff/Business Administrator. In Financial Management the Accounting Manager position was upgraded to the Finance Director. Also a Fiscal Technician was upgraded to an Auditor I in Financial Management. In 2009 a Grants Manager was moved from the Police Bureau. A Fiscal Officer has been eliminated from Financial Management. In Information Technology a LAN Services Assistant was reclassified as Help Desk / PC Specialist. A Human Resource Generalist has been added to Human Resources. In Credit Collection two Customer Service Representative/ Account Specialist were eliminated and a Paralegal was added. In 2010 the Bureau of Operation and Revenue rolled up the three offices in this bureaus and moved building maintenance from Department of Public works to Operation and Revenue. The Office of the Business Administrator has eliminated the two vacant positions of Deputy Business Administrator and Confidential Secretary to the B.A.. In the Bureau of Financial Management the Accounting Manager which was a vacant position was eliminated.

OFFICE OF THE BUSINESS ADMINISTRATOR

The Department of Administration is headed by the Chief of Staff/Business Administrator who is appointed by the Mayor and confirmed by City Council. The Department of Administration performs the fiscal, labor relations, and central administrative functions of the City. The Chief of Staff/Business Administrator has the authority to oversee the direct management of all City departments which are under the administrative jurisdiction of the Mayor, as well as inter-action with agencies which are outside of the Executive Branch and directly manages four bureaus: Financial Management, Information Technology, Human Resources and Operations and Revenue. The Chief of Staff/Business Administrator serves as the Mayor's designee on various Boards and Commissions.

The Chief of Staff/Business Administrator conducts scheduled labor management meetings with each of the union groups throughout the year and resolves issues which could result in grievances whenever possible, acts as the Third-Step Hearing Officer for Union grievances in the Mayor's stead. Also, the Chief of Staff/Business Administrator has the responsibility for contract negotiations with all three union groups.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0110 Office of the Chief of Staff / Business Administrator		
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	125,000	Chief Of Staff/Business Administrator	1	80,000
Overtime	0	Special Assistant	1	45,000
Fringe Benefits	9,563			
		Total Management	2	125,000
TOTAL	134,563			
OPERATING EXPENSES				
Communications	2,278	Overtime		0
Professional Services	22,000			
Utilities	0	FICA		9,563
Insurance	0	Healthcare Benefits - Active		0
Rentals	0	Healthcare Benefits - Retirees		0
Maintenance & Repairs	0			
Contracted Services	10,050	Total Fringe Benefits		9,563
Supplies	7,709			
Minor Capital Equipment	0			
		TOTAL	2	134,563
TOTAL	42,037			
CAPITAL OUTLAY		0		
TOTAL APPROPRIATION		176,600		

BUREAU OF FINANCIAL MANAGEMENT

The Bureau of Financial Management is responsible for the overall fiscal management of the City. Fiscal management includes the management of all funds, the accounting for all assets, the production of all financial documents, and the administration of Debt Services, General Expenses, and Budget Transfers to Other Funds. This bureau also aids in the administration of the City's three pension plans. For the Bureau to complete these tasks, it is organized into four offices. They are Accounting, Budget and Analysis, Purchasing, and Insurance and Risk Management.

The Accounting Office manages the cash flow and accounts payable functions for the City. This office also oversees the City's computerized accounting and financial reporting systems.

The Office of Budget and Analysis is responsible for the preparation, development, and distribution of the City's annual budget document. The office also prepares the Mid-Year Fiscal Report, which highlights the financial status of all budgeted funds as of June 30th of the current year compared to June 30th of the previous year. The mid-year also projects the financial performance for the current year-end.

The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies, and services. All procurement documentation is compiled and stored within the Purchasing Office. Furthermore, this office must assure fair and equitable distribution of City contracts and agreements for capital and non-capital products and services, including the preparation and advertising of public bids and the awarding of those contracts.

The Office of Insurance and Risk Management is responsible for the management of risk, evaluation of risk transfer alternatives, and the acquisition of insurance coverage for City government. This office also manages the worker's compensation self-insured program, and in conjunction with the City Solicitor's Office, manages all litigation cases, processes all insurance claims, and submits those claims to the appropriate insurance companies.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund 0112 Financial Management

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	267,135	Director of Financial Mgmt.	1	66,950
Salaries-BU	78,084	Budget Manager	1	56,000
Salaries-Part-Time	0	Purchasing Manager	1	53,185
Overtime	0	Budget/Management Analyst Trainee	1	36,000
Fringe Benefits	26,410	Grants Manager	1	55,000
TOTAL	371,629	Total Management	5	267,135
OPERATING EXPENSES				
		Auditor II	1	41,178
Communications	10,000	Auditor I	1	36,906
Professional Services	153,000			
Utilities	0	Total Bargaining Unit	2	78,084
Insurance	0			
Rentals	0	Overtime		0
Maintenance & Repairs	19,350			
Contracted Services	4,770	FICA		26,410
Supplies	10,400	Healthcare Benefits - Active		0
Minor Capital Equipment	0	Healthcare Benefits - Retirees		0
TOTAL	197,520	Total Fringe Benefits		26,410
CAPITAL OUTLAY	0	TOTAL	7	371,629
GRANTS (MATCHING SHARE)	0			
TOTAL APPROPRIATION	569,149			

DEPARTMENT OF ADMINISTRATION

PROGRAM: Bureau of Financial Management

OBJECTIVE: To provide comprehensive financial services to the City and its residents in an accurate and timely manner, and to procure goods and services at the lowest competitive price, while delivering efficient quality service.

2008 ACCOMPLISHMENTS:

Earned the Government Finance Officers Association of the United States and Canada (GFOA) Certificate of Achievement for Excellence in Financial Reporting Award for the 20th consecutive year and the Distinguished Budget Presentation Award for the 19th consecutive year. These awards are the highest forms of recognition in governmental accounting, financial reporting, and budgeting.

MEASURES/INDICATORS:

	<u>FY2006</u>	<u>ACTUALS FY2007</u>	<u>FY2008</u>	<u>EST FY2009</u>	<u>PROJ. FY2010</u>
Years GFOA Budget Award received	16	17	18	19	20
Years GFOA Financial Reporting Award received	19	20	21	22	23
Accuracy rate of City revenue estimates (budget to actual %)	99.2%	99.2%	99.2%	94.0%	94.9%
Accuracy rate of City expenditure estimates (budget to actual %)	94.9%	94.9%	94.9%	86.4%	94.9%
City budget funds monitored (millions)	\$ 130.41	\$ 133.59	\$ 114.35	\$ 118.22	
Bid reports created	31	31			
Bids issued	30	30			
Contracts Received and Filed	36	36			
Purchase Orders Issued	1,228	1,228	1,228	1,228	1,228
Accounts Payable Processed	60,333	45,437	29,285	21,960	21,950
Checks Issued	7,500	7,500	6,664	6,600	6,580

BUREAU OF INFORMATION TECHNOLOGY

The Bureau of Information Technology is responsible for the administration of the City's blend of mainframe and network computer systems.

The bureau programs, controls, troubleshoots, and monitors a wide array of mainframe-based systems used throughout the City's operations. Examples of these systems include the computerized billing system for property and mercantile taxes; billing water, sewer, and refuse charges; human resource management; insurance claims management; computer aided dispatch; and field reports for all service calls for police and fire.

This bureau provides the METRO police information system, established and owned by the City, which allows numerous suburban, municipal and county agencies to tie into a common police database. The METRO system is one of the few regional police systems in the nation.

This bureau also provides technical support and maintenance for the City's network of personal computers; and is responsible for the installation, maintenance, and troubleshooting of servers, routers, switches, and firewalls for the City's wired and wireless Local Area Network (LAN) and Wide Area Network (WAN). Responsibilities extend to troubleshooting of computer software, hardware, peripherals, and related equipment.

Daily responsibilities include: monitoring, configuring, and troubleshooting server backups and restoring systems; monitoring virus activity through a central management console; implementing LAN and local printer services; moving, adding, deleting and upgrading software.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0116 Information Technology

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	491,655	Deputy Director/System Prog.	1	77,653
Salaries-BU	42,200	Network Administrator	1	67,787
Overtime	0	IBM/Mainframe Data Administrator	1	67,475
Fringe Benefits	40,841	Computer Programmer Oper. III	1	65,994
		Lead Programmer	1	71,068
TOTAL	574,696	Assistant Network Administrator	1	56,069
		System Programmer	0.60	40,804
OPERATING EXPENSES		Data Processing Assistant II	1	44,805
Communications	8,600			
Professional Services	28,375	Total Management	7.60	491,655
Utilities	0			
Insurance	0			
Rentals	0	Computer Operator III	1	42,200
Maintenance & Repairs	158,814			
Contracted Services	41,150	Total Bargaining Unit	1	42,200
Supplies	63,000			
Minor Capital Equipment	10,000			
TOTAL	309,939	Overtime		0
CAPITAL OUTLAY		FICA		40,841
	466,994	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
TOTAL APPROPRIATION	1,351,629	Total Fringe Benefits		40,841
		TOTAL	8.60	574,696

BUREAU OF HUMAN RESOURCES

The Bureau of Human Resources is comprised of two primary functions: Human Resources Administration and Payroll. Human Resources oversees and administers a wide range of centralized personnel services for City Government including, but not limited to, recruitment, testing, screening, hiring and processing individuals to fill vacant positions, enforces civil service rules and regulations and administers the promotional processes, where applicable, for the Harrisburg Police, Fire and Non-Uniform Civil Service Commission, unemployment compensation matters, exit interview process, management of health care and leave benefits for employees of the City, worker's compensation program, administration of Family and Medical Leave Act, the Americans with Disabilities Act, and drug and alcohol testing. The Bureau assists the Chief of Staff/Business Administrator and the department directors in developing job descriptions for management and bargaining unit positions.

Payroll is responsible for processing the City's biweekly payroll, maintaining payroll records and managing federal, state and local tax deductions as well as other mandatory payroll deductions and voluntary contributions. Staff is also responsible for ensuring all withholding reporting requirements are met. Staff works closely with all timekeepers to ensure smooth and accurate payroll processing. Staff also effectuates scheduled salary increases for bargaining unit employees and merit pay increases based on performance evaluations for management personnel.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund			0117 Human Resources	
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	252,885	Director	1	65,383
Salaries-BU	38,000	Personnel Officer II	1	54,842
Overtime	0	Benefit Coordinator	1	49,500
Fringe Benefits	22,253	Human Resources Generalist	1	47,895
		Confidential Secretary	1	35,265
TOTAL				
	<u>313,138</u>	Total Management	<u>5</u>	<u>252,885</u>
OPERATING EXPENSES				
Communications	5,600	Payroll Tech	1	38,000
Professional Services	14,600			
Utilities	0	Total Bargaining Unit	<u>1</u>	<u>38000</u>
Insurance	0			
Rentals	0			
Maintenance & Repairs	0	Overtime		<u>0</u>
Contracted Services	54,025			
Supplies	6,425	FICA		22,253
Minor Capital Equipment	0	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
TOTAL				
	<u>80,650</u>	Total Fringe Benefits		<u>22,253</u>
CAPITAL OUTLAY				
	0	TOTAL	<u>5</u>	<u>313,138</u>
TOTAL APPROPRIATION				
	<u>393,788</u>			

BUREAU OF OPERATIONS AND REVENUE

The Bureau of Operations and Revenue provides billing and collection services for water, sewer and trash services on behalf of the Harrisburg Authority. Within the Bureau, the Credit and Collection unit is responsible for collection activity of all delinquent utility accounts up to, and including, water termination. Should those actions fail, this unit also initiates legal action

Also within this bureau, the Tax and Enforcement unit bills and collects mercantile, business privilege, parking, and amusement taxes as well as various license fees for the City and the Harrisburg School District. This unit also administers the dog licensing program and manages all activities associated with the City's burglar and fire alarm program. A civil collection program is in place to collect all delinquent taxes.

The Bureau of Building Maintenance was merged with Operations and Revenue on July 7, 2009. Prior the merger, the Bureau of Building Maintenance was responsible for the clean and safe operation of the interior and exterior of the Rev. Dr. Martin Luther King City Government Center and the McCormick Public Safety Building. In addition to maintenance, the Bureau also supported the Duplication Center, Mail Room, Central Office supply, and telephone system.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0124 Office of the Director

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	167,000	Director	1	65,000
Salaries-BU	612,745	Operations Manager	1	44,000
Overtime	0	Tax & Enforcement Administrator	1	58,000
Fringe Benefits	59,651			
		Total Management	3	167,000
TOTAL	839,396			
OPERATING EXPENSES				
		Administrative Assistant/ Personal	1	40,566
		Computer Specialist III		
Communications	133,200	Cust. Serv. Rep./Account Spec. II	3	116,366
Professional Services	12,000	Cust. Serv. Rep. I	1	33,700
Utilities	501,350	Posting Specialist	1	37,425
Insurance	0	Clerk II	1	33,193
Rentals	1,500	Clerk I	1	32,235
Maintenance & Repairs	168,500	Paralegal	1	39,755
Contracted Services	5,600	Secretary II	1	33,700
Supplies	152,300	Clerk Typist/ Data Entry Operator	1	34,102
Minor Capital Equipment	20,000	Laborer II	4	136,947
		Central Support Assistant II	1	36,259
		Reproduction Technician II	1	38,497
TOTAL	994,450			
CAPITAL OUTLAY	186,640	Total Bargaining Unit	17	612,745
TOTAL APPROPRIATION	2,020,486	Overtime		0
		FICA		59,651
		Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
		Total Fringe Benefits		59,651
		TOTAL	20	839,396

DEPARTMENT OF ADMINISTRATION

PROGRAM: Bureau of Operation and Revenue

OBJECTIVE: To clean and maintain the interior and exterior of the Rev. Dr. Martin Luther King, Jr. City Government Center and the Vance McCormick Public Services Center.

2008 ACCOMPLISHMENTS:

A complicated and extensive project to upgrade the hydraulic elevators in the Vance McCormick Public Services Center, also known as the Public Safety Building (PSB), was completed. In order to comply with new regulations, both cylinders and pistons for the two hydraulic elevators in this building were removed and replaced. The cylinders and pistons extended into the ground about fifty feet. This project lasted about two months.

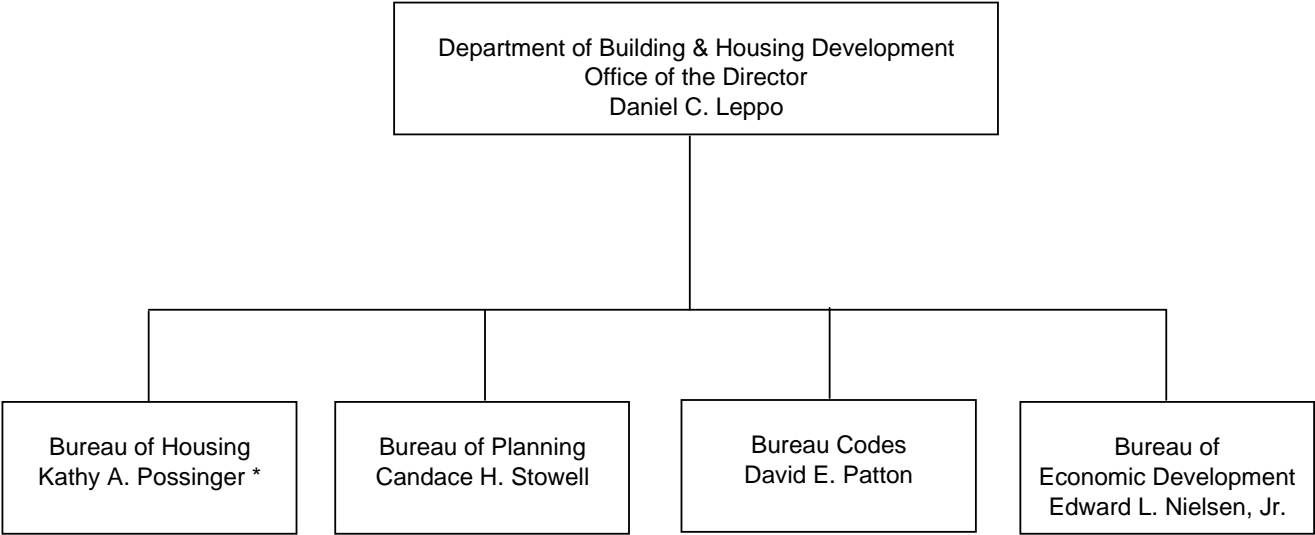
The Bureau completed other projects that included: sealing the skylight in the Atrium to prevent leakage during the wintertime months; installed angle iron on the corners of the PSB near the garage area; replaced moldy ceiling tile in the PSB; repainted the handicapped parking area behind Treasury; installed a new commode in the men's room in one bathroom of the City Government Center; removed some junk trees from the Lower Level moat around the Rev. Dr. Martin Luther King, Jr., City Government Center; installed two CAT 5 cables in the Bureau of Police's Forensics Division; cleaned storage areas for the Bureau of Building Maintenance; rebuilt sinks in the men's and women's rooms on the second floor of the PSB; and repaired a steam leak in the PSB garage.

The Bureau also retrofitted select schools in the Harrisburg School District with energy saving lighting. This was coordinated by the Director of the Bureau of Building Maintenance.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Offices cleaned per week (square feet)	110,256	110,256	110,256	110,256	110,256
General maintenance activities and repairs performed	725	725	800	900	900
Lavatories cleaned each day	25	25	25	25	25
Activities and special events set-up	70	70	35	30	30
Non-routine activities performed	550	550	575	600	650

**DEPARTMENT OF BUILDING AND
HOUSING DEVELOPMENT**



* Information on this is found in the Specail Revenue Section of the Budget

EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
DEPARTMENT OF BUILDING & HOUSING DEVELOPMENT						
<u>0134 OFFICE OF THE DIRECTOR</u>						
Personnel Services	95,295	76,816	97,588	82,151	80,770	75,355
Operating Expenses	1,105	10,616	0	4,211	1,164	1,925
Capital Outlay	0	0	0	0	0	0
TOTALS	96,400	87,432	97,588	86,362	81,934	77,280
<u>0135 BUREAU OF PLANNING</u>						
Personnel Services	177,980	97,189	197,591	185,302	184,961	186,942
Operating Expenses	17,597	12,265	15,532	22,467	18,288	24,300
Capital Outlay	0	0	0	0	0	0
Grants	0	0	0	0	0	0
TOTALS	195,577	109,454	213,123	207,769	203,249	211,242
<u>0137 BUREAU OF CODES</u>						
Personnel Services	757,522	683,718	704,991	574,146	537,352	555,407
Operating Expenses	53,209	56,764	46,363	66,090	61,486	57,100
Capital Outlay	0	0	0	0	0	0
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	810,731	740,482	751,354	640,236	598,838	612,507
<u>0139 BUREAU OF ECONOMIC DEVELOPMENT</u>						
Personnel Services	508,282	362,897	353,792	355,453	354,207	283,674
Operating Expenses	72,484	77,888	42,861	9,360	93,600	51,100
Capital Outlay	(2,508)	1,114	114	594	594	600
Grants/Non-Expenditure Items	11,326	47,500	0	0	0	0
TOTALS	589,583	489,398	396,767	365,407	448,401	335,374
TOTAL DEPARTMENT OF BUILDING & HOUSING DEVELOPMENT						
Personnel Services	1,539,079	1,220,619	1,353,962	1,197,052	1,157,290	1,101,378
Operating Expenses	144,394	157,534	104,756	102,128	174,538	134,425
Capital Outlay	(2,508)	1,114	114	594	594	600
Grants	11,326	47,500	0	0	0	0
Non-Expenditure Items	96,400	87,432	97,588	86,362	81,934	0
TOTAL EXPENDITURES	1,788,691	1,514,199	1,556,420	1,386,136	1,414,356	1,236,403

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Approved Budget
BUILDING AND HOUSING DEVELOPMENT						
Office of the Director	1.00	1.00	1.00	1.00	1.00	1.00
Planning	2.84	2.34	2.34	3.34	3.34	3.34
Codes	15.00	12.00	13.00	13.00	13.00	12.00
Bureau for Economic Development	8.00	7.00	7.00	6.00	6.00	6.00
TOTAL POSITIONS	26.84	22.34	23.34	23.34	23.34	22.34

The 2006 Approved Budget adds 34% of a Current Planner's salary to the Bureau of Planning while eliminating 50% of the vacant Communications Officer and 34% of the vacant GIS Manager. A vacant Codes Enforcement Officer and a Graduate Intern were eliminated from the Bureau of Inspections and Codes Enforcement. In the 2007 approved budget the Department of Building and Housing Development was budgeted to have 4.5 fewer positions. A vacant Comprehensive Planner position had been eliminated from the Bureau of Planning. A Health Officer, Codes Enforcement Officer, and a Clerk Typist/Data Entry Operator were eliminated from the Bureau of Inspections and Codes Enforcement, as well a vacant Electrical Inspector. In 2008 a Codes Enforcement Officer was added. No other personnel changes were made in 2008. In 2009 there was an addition of an Urban Planner in Planning. No other changes were made in 2009. In 2010 the Bureau for Economic Development was moved from General Government to the Department of Building and Housing. Also, in the Bureau of Codes Enforcement two vacant Code Enforcement Officers was eliminated.

OFFICE OF THE DIRECTOR

The Department of Building and Housing Development works to improve neighborhoods, promote business and residential development, maintain and upgrade the physical environment through code enforcement, and expand resources available for local projects.

The Director oversees the Bureaus of Planning, Codes, and Housing (see Special Revenue section), and directs the activities of the bureaus to facilitate timely approval and implementation of all new construction and major renovation projects. This ensures that the projects are designed according to the City's long-term development goals and that they incorporate elements of historic preservation, floodplain management, handicap accessibility, energy efficiency, safety and architectural integrity.

The Office of the Director represents the City on numerous boards for planning, transportation, housing, health, and employment. The Office conducts feasibility studies; develops specifications; conducts public bids or requests for proposals; and provides management oversight on such projects as the Market Place Townhomes, Broad Street Market, Police Athletic League (PAL) building, and Maclay Street Apartments.

The Office of the Director also coordinates the implementation of the City's Enterprise Community Strategic Plan, which involves the efforts of the Mayor's Office for Economic Development and Special Projects; the Bureau of Police; and dozens of community agencies, including the Harrisburg Housing Authority, the Community Action Commission, the Harrisburg School District, and many more participants.

The Department of Building and Housing Development has played an active role in the "Seeding" efforts of the Harrisburg Weed and Seed Program. Department staff have worked with the Assistance of Impact Delegation (AID) Team in the formulation of a plan for the revitalization efforts in South Allison Hill. Bureau of Housing staff currently acts as Chair of the Housing and Neighborhood Development (HAND) subcommittee and works with other committee members to facilitate implementation of the HAND portion of the revitalization plan. The Weed and Seed plan, prepared by the community, works in concert with the South Allison Hill Neighborhood Action Strategy with the assistance of the Bureau of Planning.

EXPENDITURE ANALYSIS DETAIL				
2010 BUDGET				
General Fund			0134 Director	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	70,000	Director	1	70,000
Overtime	0			
Fringe Benefits	5,355	Total Management	1	70,000
TOTAL	75,355			
		Overtime		0
OPERATING EXPENSES				
		FICA		5,355
Communications	25	Healthcare Benefits - Active		0
Professional Services	0	Healthcare Benefits - Retirees		0
Utilities	0			
Insurance	0	Total Fringe Benefits		5,355
Rentals	0			
Maintenance & Repairs	0			
Contracted Services	1,800	TOTAL	1	75,355
Supplies	100			
Minor Capital Equipment	0			
TOTAL	1,925			
CAPITAL OUTLAY				0
TOTAL APPROPRIATION				77,280

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

PROGRAM: Office of the Director/Bureau of Housing

OBJECTIVE: Develop strong neighborhoods through the preservation of the existing housing stock; the creation of homeownership opportunities; construction of new housing; and the promotion of the physical, economic, and social welfare of the residents.

2008 ACCOMPLISHMENTS:

Undertook numerous projects and programs initiated through a variety of funds to increase homeownership, achieve comprehensive case management and consolidated reporting, and maximize the use of limited resources. The performance indicators include the accomplishments of the Bureau of Housing Development. The Bureau awarded millions of dollars in contracts for residential property rehabilitation and management and supported the activities of private non-profit and for-profit developers. The Department of Building and Housing Development (DBHD) secured \$2.1 million in funding to conduct lead hazard clearance activities at 180 housing units through 2010.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
<u>Number of:</u>					
Acquisition of vacant properties	33	23	4	7	20
Rehabilitation of vacant single family dwellings	17	26	10	5	15
Rehabilitation of low income owner-occupied homes	48	31	50 ^d	56	55
Rehabilitation of vacant rental units	94 ^a	86	4	8	30
Construction of new rental units	48 ^b	48	0	0	70
Construction of new owner-occupied homes	37	29	4	5	12
Sales of single family owner-occupied homes	19	28	21	8 ^e	13
Lead Hazard Reduction	46	38	33	49	65
Homeownership Impact Loans	5	0	0	0	2
Facade Improvement Grants	0	0	0	0	0
Disposition of vacant lots	13	54	32	26	30
Adopt-A-Blocks adopted	239	239	239	239	250
Public improvement projects	1 ^c	1			0
Community facility projects	7	7	4	4	4
Grants to agencies providing homeless shelters/services	3	3	3	11 ^f	11

Notes:

a Also includes units assisted with Lead Hazard Abatement Grant monies.

b Mt. Pleasant Apartments was a project undertaken by Tri-County Housing where they converted 32 abandoned buildings & lots and turned them into rental units. This project achieved substantial completion in 2006 and was completed in 2007. No project of this magnitude are anticipated for 2010.

c Infrastructure improvements at Market Place Townhomes.

d With the addition of the HELP Program in Fall of 2006, more homeowners were able to be assisted.

e Due to current market conditions, home sales in 2009 are lower than normal. At year end, 16 homes were on the market to low-moderate income buyers.

f The City received \$855,478 in Homelessness Homelessness Prevention and Rapid Re-Housing funds to assist and additional eight (8) facilities based on the Emergency Shelter Grant formula.

BUREAU OF PLANNING

The Bureau of Planning promotes sensible development and reinvestment in the City of Harrisburg in order to preserve neighborhoods while fostering economic development. The Planning Bureau reviews development proposals to insure that new development is consistent with the City's Comprehensive Plan as well as the Zoning Code and the Subdivision and Land Development Code. The Planning Bureau provides staff support to three citizen land use boards: the Harrisburg Planning Commission, the Zoning Hearing Board, and the Harrisburg Architectural Review Board (HARB).

In addition to its core responsibilities of current and long range planning, the Bureau is also the primary contact for Census 2010 preparation efforts as well as preparation of GIS maps to support planning efforts.

The Planning Bureau's most significant projects for the near term are the completion of the new Zoning Code for the City of Harrisburg, completion of the Historic District Design and Preservation Guide, and completion of the Neighborhood Plan for the North Third Street Corridor.

EXPENDITURE ANALYSIS DETAIL				
2010 BUDGET				
General Fund			0135 Planning	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	173,658	Deputy Director for Planning	1	62,830
Overtime	0	Current Planner	0.34	14,008
Fringe Benefits	13,284	Urban Planner II	2	96,820
TOTAL		Total Management	3.34	173,658
	186,942			
OPERATING EXPENSES				
Communications	11,000			
Professional Services	2,200			
Utilities	0	Overtime		0
Insurance	0			
Rentals	0	FICA		13,284
Maintenance & Repairs	0	Healthcare Benefits - Active		0
Contracted Services	2,500	Healthcare Benefits - Retirees		0
Supplies	8,600			
Minor Capital Equipment	0	Total Fringe Benefits		13,284
TOTAL		TOTAL	3.34	186,942
	24,300			
CAPITAL OUTLAY				
	0			
TOTAL APPROPRIATION				
	211,242			

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

PROGRAM: Bureau of Planning

OBJECTIVE: To promote orderly future growth and development of the City through long-range comprehensive planning; to promote and facilitate physical development plans; to preserve and enhance districts of historic and architectural significance; to collect, analyze, and distribute timely information on planning and community development issues; and to update the City's Geographic Information System (GIS).

2008 ACCOMPLISHMENTS:

Published Historic District Design and Preservation Guide and received Preservation PA Local Government Initiative Award. Completed Draft North Third Street Corridor Initiative Plan. Assisted the Community Action Commission with the completion of the new Mt. Pleasant/South Allison Hill Strategic Neighborhood Plan. Completed Land Use Analysis of all parcels within City of Harrisburg. Completed Draft Zoning Code. Held first annual retreat for Harrisburg Architectural Review Board. Received approval to participate in Certified Local Government Program from Pennsylvania Historical and Museum Commission (PHMC). Submitted a nomination to PHMC to determine the eligibility of North Front Street for listing on the National Register of Historic Places.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
DEVELOPMENT REVIEW					
Harrisburg Planning Commission (HPC) meetings	12	11	11	12	11
<u>Applications reviewed and processed at these meetings:</u>					
Blight Certificates	36 ^a	18 ^a	36	11	15
Conditional Use	0	0	1	3	0
Planned Residential Development	0	0	0	0	0
Special Exceptions/Variances	16	16	31	27	25
Floodplain Special Exceptions	6	8	4	4	5
Street Vacations/Easements	1	2	3	2	2
Subdivisions	4	3	0	0	0
Land Development Plans	7	7	9	2	3
Zoning Ordinance/Map Changes	1	0	4	1	2
New Zoning Code	0	0	0	0	1
New Neighborhood Plans	0	0	0	1	1
Zoning Hearing Board Appeals	0	1	0	1	0
HISTORIC PRESERVATION					
Harrisburg Architectural Review Board (HARB) Meetings	11	10	10	12	11
<u>Applications reviewed and processed at HARB meetings:</u>					
Repair or renovation	42	35	25	39	33
New construction/addition(s)	7	7	8	1	5
Demolition	6	9	3	5	6
Signs	6	6	6	9	7
Fences	7	6	2	4	4
Monuments/Historic Markers	0	0	0	0	0
Parking Lots/Structures	0	2	1	1	1
Administrative Historic District	86	92	96	118	108
Summit Terrace ACOD Reviews	10	1	5	3	4
ENVIRONMENTAL REVIEWS					
Environmental reviews - Programs	10	10	10	10	10
Environmental reviews - Projects/Total # Structures	5/68	5/52	5/51	6/61	60

Notes:

^a An increase in the number of properties acquired was due to lack of landlord ownership, poor environmental and economic conditions, resulting in a significant increase in the number of blight certifications issued.

BUREAU OF CODES

The Bureau of Codes is responsible for the enforcement of building construction, electrical standards, plumbing, health and sanitation, and property maintenance codes for residential and commercial structures.

The Bureau processes all permits relating to building construction, electrical and plumbing work, as well as assisting with zoning compliance. The bureau also issues licenses for electricians, plumbers, and rooming houses. The building, electrical and plumbing inspectors perform progressive inspections on new construction, rehabilitation, and alteration projects.

The Building Inspector, through the Deputy Director for Codes, enforces the building codes on all construction activity for new construction and rehabilitation work on all commercial and residential structures. The Codes Enforcement Officers inspect for code violations in existing structures and vacant lots, including but not limited to, high grass and weeds, sanitation, plumbing, heating, electrical, vector problems and structural violations.

The Bureau inspects properties for sale under the buyer notification ordinance to make buyers aware of any deficiencies and inspects rental properties to enforce the quality of life standards for City residents who rent. The Bureau enforces all state and local health code provisions relating to food establishments and also lead-based paint hazards in residential structures. Health licenses are issued for all food establishments.

The Bureau ensures compliance with federal guidelines by regulation development in floodplains. Promotion of safe flood measures and preventative actions to decrease damage are sent to property owners, lenders and insurance agents. Through the Community Rating System these steps have rewarded property owners in the Special Flood Hazard Areas a 20% savings on flood insurance premiums, and 10% savings on flood insurance premiums for all other properties.

The Bureau also promotes community interaction programs, which provide citizen involvement in codes-related procedures.

EXPENDITURE ANALYSIS DETAIL				
2010 BUDGET				
General Fund			0137 Codes	
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	163,252	Deputy Director for Codes	1	65,357
Salaries-BU	352,687	Asst. Codes Administrator	1	55,055
Salaries - Part-Time	0	Health Officer	1	42,840
Overtime	0			
Fringe Benefits	39,468	Total Management	3	163,252
TOTAL	555,407			
OPERATING EXPENSES		Codes Enforcement Off. IV	3	127,404
		Codes Enforcement Off. III	1	40,925
		Plumbing Inspector I	1	39,458
Communications	15,100	Codes Enforcement Off. I	1	38,071
Professional Services	31,250	Administrative Assistant II	1	37,425
Utilities	0	Secretary II	1	35,217
Insurance	0	Clerk Typist/Data Entry Operator	1	34,187
Rentals	0	Total Bargaining Unit	9	352,687
Maintenance & Repairs	450			
Contracted Services	4,950			
Supplies	5,350			
Minor Capital Equipment	0	Total Part-Time	0	0
TOTAL	57,100	Overtime		0
CAPITAL OUTLAY		FICA		39,468
	0	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
TOTAL APPROPRIATION	612,507	Total Fringe Benefits		39,468
		TOTAL	12	555,407

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

PROGRAM: Bureau of Inspections and Codes Enforcement

OBJECTIVE: To create safer neighborhoods through aggressive codes enforcement on irresponsible and nonresponsive

2008 ACCOMPLISHMENTS:

A continuation of the In-House Demolition Program has resulted in creating more positive aesthetics in many of

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
<u>Number of:</u>					
Housing inspections performed ^a	1,589	2,277	1,364	1,100	1,325
Abatements of lead based paint hazards ^b	33	10	12	7	10
Vacant or abandoned buildings cleaned and sealed	17	30	19	40	45
Exterior area lot clean-up projects	6	35	18	20	30
Citations filed	947	750	444	450	475
Buyer Notification Inspections (units)	3,258	3,271	2,510	1,025	1,100
Plan reviews of architectural/engineering drawings to ensure	382	390	122	125	110
Field inspections conducted to ensure work is in compliance with	1,177 ^c	1,089 ^c	1,148	1,200	1,250
Building condemnation orders issued	157	128	106	155	175
Floodplain construction sites inspected	6	7	5	4	4
New commercial buildings completed or under construction	3	7	4	2	3
New residential units completed or under construction	43	50	4	4	5
Alterations/additions valued at over \$500,000	9	11	14	3	3
Residential rental units inspected	1,030	442 ^c	576	860	1,000
<u>Number of permits issued for improvements of buildings or structures:</u>					
Building Permits:					
New construction	46	57	8	13	8
Alterations/additions	1,868	1,735	1,564	1,100	1,200
Electrical	1,327	1,000	902	710	800
Plumbing	468	485	500	375	400
Fire Prevention Code	289	197	290	175	180
Zoning	2,208	2,022	1,893	1,525	1,525
Rooming House	25	22	21	19	19
Demolition	57	76	38	52	55
 Total permits issued	 <u>6,288</u>	 <u>5,594</u>	 <u>5,216</u>	 <u>3,969</u>	 <u>4,137</u>

Notes:

a Terminology change. Category indicates Citywide responses to property maintenance complaints.

b Terminology change to denote identification/reduction of lead hazards.

c Decrease due to a lack of staff to perform needed inspections.

BUREAU OF ECONOMIC DEVELOPMENT

This Bureau is responsible for the promotion and advancement of commercial and industrial development in the City, coordinating special projects, advancing the City of Harrisburg as a tourist destination, generally marketing the City and redesigning/ managing the City's web site (<http://www.HarrisburgPA.gov>). They also provides oversight or support of WHBG20 government access television station, Harrisburg SusqueCentennial Commission, Keystone Energy Development Corporation, Central Energy Office, HarrisCom and the Broad Street Market.

They also serves as the Mayor's Liaison to or Board member of the National Civil War Museum, Pennsylvania League of Cities and Municipalities, Capital Region Economic Development Corporation (CREDC), Harrisburg Downtown Improvement District, South Central Assembly for Effective Governance (SCA) and Penn State University- Harrisburg. MOED&SP also has formed extensive professional relationships with elected leaders, including the Pennsylvania Congressional Delegation, Governor's Office, Pennsylvania General Assembly, County Commissioners and numerous other political entities.

In serving our diverse clientele, they provides a confidential, "one-stop shop" for information about business start-ups, business planning, site selection and development and financing programs. Core services delivered include: low-interest loans- the revolving loan program is available to all City-based businesses; business counseling and additional business development assistance is offered to stimulate a successful business venture; they frequently partners with other financial and service agencies, such as the Commonwealth of Pennsylvania, Dauphin County, Community First Fund and the Capital Region Economic Development Corporation, as well as numerous local lending institutions.

The' staff utilizes all information available to provide business start-up and growth assistance to local Minority and Women Business Enterprises (MBEs/WBEs) and other disadvantaged constituencies. While insuring success and increasing the bottom line is important for the clients, it is also in their best interest to receive basic business training, marketing advice, and general assistance.

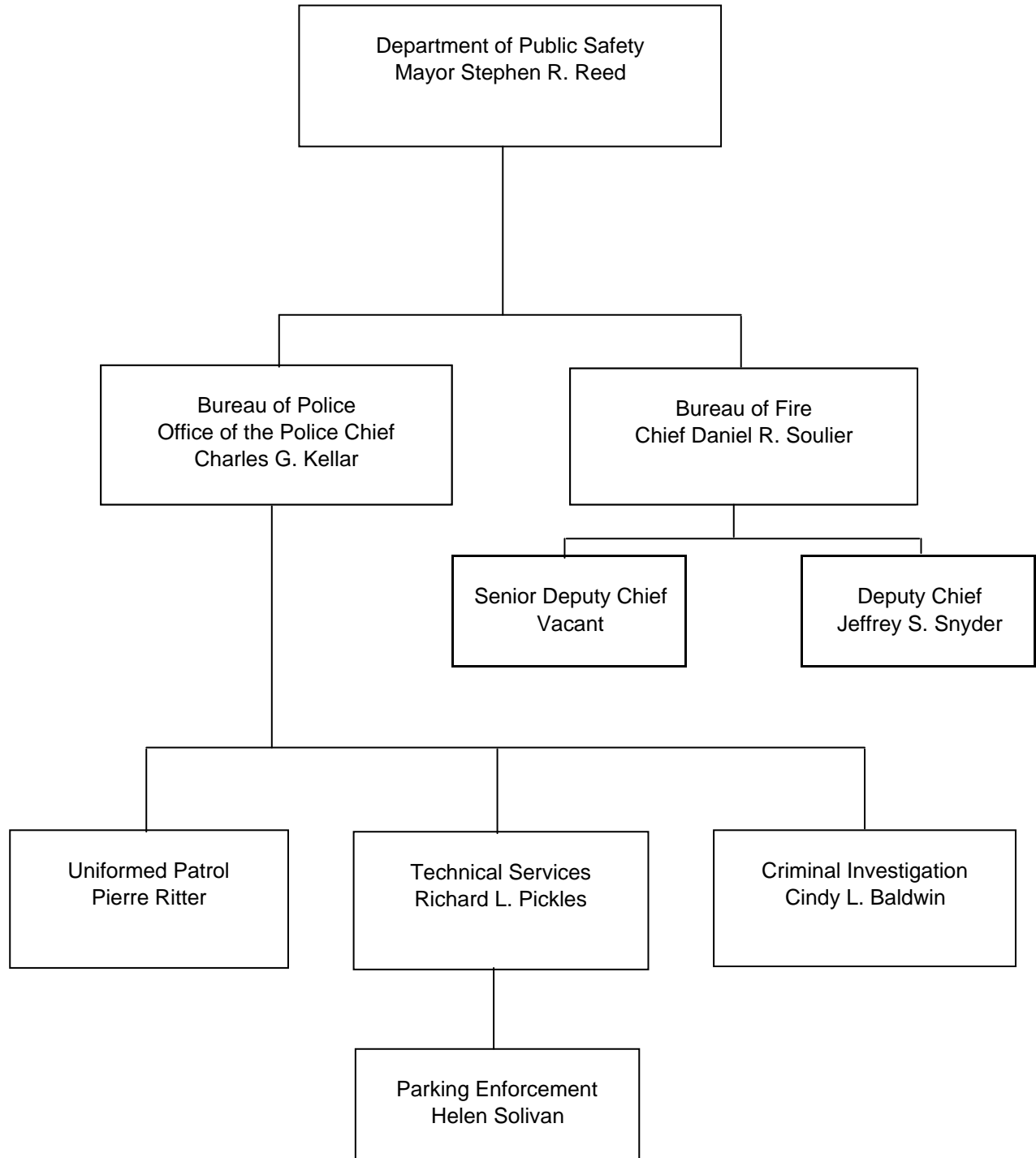
EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0109 M.O.E.D.& S.P.

Allocation Plan		Position Control		
		JOB CLASSIFICATION	i BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	214,303	Director	1	20,772
Salaries-BU	49,212	Deputy Director/Contract	1	63,000
Salaries - Part-Time	0	Executive Director - HBN	1	56,593
Overtime	0	Special Assistant to Director	1	42,738
Fringe Benefits	20,159	HBM Production Technician	1	31,200
		Total Management	5	214,303
TOTAL	283,674			
		MBE/WBE Dev. Specialist II	1	49,212
OPERATING EXPENSES				
Communications	8,000	Total Bargaining Unit	1	49,212
Professional Services	24,500			
Utilities	0	Overtime		0
Insurance	0			
Rentals	0	FICA		20,159
Maintenance & Repairs	0	Healthcare Benefits - Active		0
Contracted Services	13,600	Healthcare Benefits - Retirees		0
Supplies	5,000			
Minor Capital Equipment	0	Total Fringe Benefits		20,159
TOTAL	51,100	TOTAL	6	283,674
CAPITAL OUTLAY	600			
TOTAL APPROPRIATION	335,374			

DEPARTMENT OF PUBLIC SAFETY



EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
PUBLIC SAFETY						
<u>0141-0146 BUREAU OF POLICE</u>						
Personnel Services	17,652,857	17,058,766	17,807,837	14,867,692	14,053,285	15,868,728
Operating Expenses	762,952	905,095	709,388	1,117,954	1,090,178	1,013,602
Capital Outlay	0	0	0	9,445	9,445	9,000
Grants	12,430	0	0	148,000	50,000	0
Miscellaneous	25,392	0	0	13,843	5,816	6,000
TOTALS	<u>18,453,632</u>	<u>17,963,861</u>	<u>18,517,225</u>	<u>16,156,934</u>	<u>15,208,724</u>	<u>16,897,330</u>
<u>0151 BUREAU OF FIRE</u>						
Personnel Services	9,569,418	8,319,625	9,205,758	7,205,563	7,631,375	7,621,472
Operating Expenses	401,366	479,903	424,198	492,400	510,385	463,373
Capital Outlay	108,005	81,528	65,882	65,307	65,307	46,805
Miscellaneous		0	0	0	0	0
TOTALS	<u>10,078,788</u>	<u>8,881,057</u>	<u>9,695,838</u>	<u>7,763,270</u>	<u>8,207,067</u>	<u>8,131,650</u>
TOTAL PUBLIC SAFETY						
Personnel Services	27,222,275	25,378,391	27,013,595	22,073,255	21,684,660	23,490,200
Operating Expenses	1,164,318	1,384,998	1,133,586	1,610,354	1,600,563	1,476,975
Capital Outlay	108,005	81,528	65,882	74,752	74,752	55,805
Grants	12,430	0	0	148,000	50,000	0
Miscellaneous	25,392	0	0	13,843	5,816	6,000
TOTAL EXPENDITURES	<u><u>28,532,420</u></u>	<u><u>26,844,918</u></u>	<u><u>28,213,063</u></u>	<u><u>23,920,204</u></u>	<u><u>23,415,791</u></u>	<u><u>25,028,980</u></u>

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
PUBLIC SAFETY						
Parking Enforcement	11.00	13.00	13.00	13.00	13.00	14.00
Office of Police Chief	11.00	8.00	8.00	8.00	8.00	5.00
Uniformed Patrol	117.00	114.00	114.00	115.00	115.00	135.00
Technical Services	58.00	40.00	40.00	47.00	47.00	34.00
Criminal Investigations	29.00	37.00	37.00	33.00	33.00	38.00
Fire	98.00	93.00	93.00	92.00	92.00	94.00
TOTAL POSITIONS	324.00	305.00	305.00	308.00	308.00	320.00

The City of Harrisburg has placed a major emphasis on public safety and has taken great strides to maximize services provided to the citizens of Harrisburg. In an effort to maximize police officer training and education, the Police Officer Career Development Program was created. This Program provides cross-training to officers by assigning them to various divisions to perform various duties. Fluctuations among the number of personnel assigned to the Office of the Police Chief, Uniformed Patrol Division, Technical Services Division and Criminal Investigations Division occur each year as a result and can be seen in the chart above. The 2006 Approved Budget adds ten new Police Officers, while eliminating two vacant Telecommunicators, one vacant Communications Supervisor, one vacant Secretary, and one vacant part-time Hostler. One additional Firefighter was added to the Bureau of Fire. In the 2007 approved budget the Department of Public Safety will decrease by 19 positions from the 2006 Budget. In the Bureau of Police, the Parking Enforcement Division will add a net of two positions. The 2007 Budget creates three Parking Enforcement Officers. A Traffic Services Administrator was eliminated in 2006. Ten Police Cadets and three Part-Time Communications Center Supervisors were eliminated in the Technical Services Division. Five vacant Firefighter positions are not being funded in 2007. The 2008 Budget adds three Police Officer positions to the Uniformed Patrol Division while transferring one Corporal to the Technical Services Division and one to the Criminal Investigation Division; adds six Police Officers in the Technical Services Division; and eliminates five Detective positions from the Criminal Investigation Division. The Bureau of Fire will eliminate one Firefighter Driver/Operator position. In 2009 Parking Enforcement added a Parking Enforcement Officer. One Detective and the Financial Development Officer were eliminated from the Office of the Police Chief. There was an addition of ten police officers to Uniformed Patrol. In Technical Services there was an increase of a Records Center I position and an increase of a Communications Supervisor. There was also a decrease of Police Officers as a result of cadets graduating and transferring to the Uniform Patrol Division. One Corporal was eliminated from Criminal Investigations. Also there was an addition of two Detective/Investigators and two Forensic Investigators. In Fire there was an addition of four Firefighter Driver/Operators and an elimination of three Firefighters. In 2010 there was an elimination of a vacant police officer due to retirement in the Office of the Police Chief. Also the Uniformed Patrol Division will add eight additional Police Officers. In Technical Services Division the following vacant positions were eliminated; Full time Communication Supervisor, two Police Officers, one Record Center Operator and a Telecommunicator. In the Bureau of Fire one Firefighter has been added to the budget.

BUREAU OF POLICE
PARKING ENFORCEMENT UNIT

The Parking Enforcement Unit is responsible for enforcing the parking ordinances of the City of Harrisburg and the parking statutes of the Commonwealth of Pennsylvania. The Commander of the Technical Service Division oversees this Unit, which is supervised by the Technical Services Administrator and consists of civilian personnel.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0141 Parking Enforcement		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	0	Administrative Assistant I	1	38,117
Salaries-BU	471,761	Clerk Typist/Data Entry Operator	1	35,852
Overtime	0	Parking Enforcement Officer II	8	277,724
Fringe Benefits	36,089	Parking Enforcement Officer I	4	120,068
TOTAL	<u>507,850</u>	Total Bargaining Unit	<u>14</u>	<u>471,761</u>
OPERATING EXPENSES		Overtime		<u>0</u>
Communications				
Professional Services				
Utilities		FICA		36,089
Insurance		Healthcare Benefits - Active		0
Rentals				
Maintenance & Repairs		Total Fringe Benefits		<u>36,089</u>
Contracted Services				
Supplies				
Minor Capital Equipment		TOTAL	<u>14</u>	<u>507,850</u>
TOTAL	<u>0</u>			
CAPITAL OUTLAY	0			
TOTAL APPROPRIATION	<u>507,850</u>			

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Uniformed Patrol - Parking Enforcement Unit

OBJECTIVE: To efficiently enforce the parking ordinances of the City of Harrisburg and the parking statutes of the Commonwealth.

2008 ACCOMPLISHMENTS:

Although the number of metered parking spaces were reduced due to heightened security measures around government buildings, efforts continued to meet administrative goals.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Parking tickets issued	\$ 77,614	\$ 94,000	\$ 104,380	\$ 89,000	\$ 98,000
Vehicles booted	\$ 324	\$ 246	\$ 462	\$ 350	\$ 400
Total parking ticket revenue ^d	\$ 1,004,508	\$ 1,140,000	\$ 1,306,260	\$ 1,100,000	\$ 1,140,000
Total boot revenue ^d	\$ 10,867	\$ 9,600	\$ 12,310	\$ 7,800	\$ 8,000
Boot fees ^d	\$ 8,155	\$ 6,265	\$ 10,555	\$ 6,850	\$ 7,000
Bagged meters ^d	\$ 135,098	\$ 136,000	\$ 142,076	\$ 115,000	\$ 129,000
Residential permits ^d	\$ 26,619	\$ 26,000	\$ 27,046	\$ 28,500	\$ 29,500

Note:

a The increase is due to the assistance of three employee temporarily transferred from the Incinerator.

b Boot fees are expected to be less due to a decrease in employee compliment.

c Due to increased construction in the downtown area, collections have decreased.

d Revenues differ from General Fund Revenue due to a timing difference between the time of deposit by Treasury and the entering of data into the City's accounting system.

BUREAU OF POLICE
OFFICE OF THE POLICE CHIEF

The commanding officer of the Bureau is the Chief of Police. This office is responsible for the management of available resources to ensure that the Bureau's goals and objectives are achieved. The Chief's office is responsible for the direct supervision of the Internal Affairs Unit, Crime Prevention Unit, Community Relations Unit, and the Financial Development Officer. The Chief also manages and directs three primary divisions within the Bureau, each commanded by a Captain. These divisions consist of Uniformed Patrol, Technical Services, and Criminal Investigation.

The Harrisburg Bureau of Police is a nationally and state accredited agency. The Bureau attained this prestigious status in 1989 nationally and in 2003 from the Commonwealth after intense on-site assessments conducted by the Commission on Accreditation for Law Enforcement Agencies. With over 21,000 law enforcement agencies in the country, just over 747 have achieved the national recognition and only 12 have achieved dual accreditation. In 1994, 1999, 2002, 2005, and again in 2008, the Bureau was reaccredited nationally following on-site assessments.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0142 Office of the Police Chief		
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	180,000	Police Chief	1	80,000
Salaries-BU	152,241	Community Policing Coordinator	1	50,000
Salaries- Police Extra Duty	350,000	Confidential Assistant to Chief	1	50,000
Overtime	1,520			
Fringe Benefits	43,640	Total Management	3	180,000
Miscellaneous	1,132,944			
TOTAL	1,860,345	Detective	2	152,241
OPERATING EXPENSES				
		Total Bargaining Unit	2	152,241
Communications	132,214	Police Extra Duty		350,000
Professional Services	59,724			
Utilities	18,621	Overtime		1,520
Insurance	267,823			
Rentals	15,000	FICA		43,640
Maintenance & Repairs	176,400	Healthcare Benefits - Active		0
Contracted Services	186,539	Healthcare Benefits - Retirees		0
Supplies	140,481			
Minor Capital Equipment	16,800	Total Fringe Benefits		43,640
TOTAL	1,013,602			
CAPITAL OUTLAY	9,000	Sick Leave Buy-Back		6,000
		Severance Pay		300,000
		Uniform Allowance		162,750
GRANTS (MATCHING SHARE)	0	College Credits		6,100
		Workers' Compensation		344,000
MISCELLANEOUS	6,000	Police Pension Plan		314,094
		Total Miscellaneous		1,132,944
TOTAL APPROPRIATION	2,888,947			
		TOTAL	5	1,860,345

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Office of the Police Chief

OBJECTIVE: To oversee the overall operations of the Bureau of Police, prevent crime, and maintain order.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Homicides	13	12	9	17	15
Rapes	41	45	46	36	40
Robberies	449	420	483	377	451
Assaults	271	267	242	236	254
Burglaries	627	649	743	398	604
Thefts	1,477	1,723	1,637	1,295	1,533
Auto thefts	100	167	235	132	239
Arsons	33	34	31	19	20
Clearance rate	46.75%	47.50%	25.10%	25.60%	26.00%

PROGRAM: Office of the Police Chief - Internal Affairs Unit

OBJECTIVE: To investigate complaints against police officers and other alleged misconduct involving police officers and other City government employees, as well as to protect the integrity of the Police Bureau.

2008 ACCOMPLISHMENTS

The Unit evaluated practices, procedures, and activities of the Police Bureau's personnel to ensure objectives were being met.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Complaints investigated	24	16	15	16	17
Complaints sustains	5	2	5	3	4
Cases unfounded/not sustained/ exonerated	19	8	10	11	12
Open Cases	0	6	0	2	1

PROGRAM: Office of the Police Chief - Crime Prevention/Community Relations Unit

OBJECTIVE: To develop and implement various crime prevention programs and activities that have an impact on crime reduction through education, training, and community activities.

2008 ACCOMPLISHMENTS:

Community Crime Watch groups continued to be a source of intelligence information for the police. These groups contributed to the reduction of crime in their respective neighborhoods and positively enhanced police/community relations.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Active programs	35	36	38	37	37
Programs for adults	20	20	16	16	16
Programs for juveniles	10	11	10	10	10
Programs for family	2	2	2	3	3
Programs for school	3	4	5	5	5
Property Protection (Seminars/Lectures)	10	10	10	10	10
Personal Protection (Seminars/Lectures)	10	10	10	10	10
Community Functions/Crime Watch	90	90	90	110	110
Security Surveys	13	19	28	28	28

BUREAU OF POLICE
UNIFORMED PATROL DIVISION

The largest division of the Bureau is the Uniformed Patrol Division, which is commanded by the Bureau's Uniformed Patrol Commander. This division consists of four platoons. These uniformed officers respond directly to the public's calls for service and are on the "front line" of law enforcement every day.

The Uniformed Patrol Commander supervises the Bureau's Animal Control Unit, which consists of civilian personnel. The Animal Control Unit responds directly to calls regarding animal and nature complaints, investigates allegations of cruelty and poor sanitary conditions, and verifies proper licensing and vaccinations. This Officer follows guidelines set forth in City ordinances and State of Pennsylvania Dog Laws.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund			0144 Uniformed Patrol	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	83,813	Captain	1	83,813
Salaries-BU	8,137,787			
Overtime	338,932	Total Management	1	83,813
Fringe Benefits	595,565			
TOTAL	9,156,097	Lieutenant	3	224,784
		Sergeant	6	428,160
		Corporal	8	542,284
OPERATING EXPENSES		Police Officer	116	6,903,783
		Dog Law Enforcement Officer II	1	38,776
Communications		Total Bargaining Unit	134	8,137,787
Professional Services				
Utilities				
Insurance				
Rentals				
Maintenance & Repairs		Overtime		338,932
Contracted Services				
Supplies		FICA		595,565
Minor Capital Equipment		Healthcare Benefits - Active		0
TOTAL	0	Total Fringe Benefits		595,565
CAPITAL OUTLAY				
	0	TOTAL	135	9,156,097
TOTAL APPROPRIATION				
	9,156,097			

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Uniformed Patrol - (Platoons, K-9, and Mounted Units)

OBJECTIVE: To respond to calls for service, perform initial investigations, enforce traffic laws, assist citizens, and maintain a high degree of visibility through patrolling tactics.

2008 ACCOMPLISHMENTS:

The number of Part 1 Arrest increased dramatically.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Uniformed response to calls for service	50,944	48,017	49,000	50,000	53,000
Part I arrests	2,028	2,532	2,800	3,000	2,500
Part II arrests	4,289	4,182	4,300	4,500	4,100
Traffic citations issued	11,711	9,385	9,500	10,000	9,600
Non-traffic citations issued	4,695	3,821	3,600	4,500	4,600
Warrants issued	4,427	1,005	1,100	1,200 *	1,500
Uncommitted patrol time (hours)	7,433	4,918	4,500	4,000	5,000

* New system - eliminated summary served warrants

PROGRAM: Uniformed Patrol - Traffic Safety Unit

OBJECTIVE: To promote traffic safety through education and enforcement, increase use of seat belts throughout the city, strict DUI enforcement, as well as accurate and detailed accident reporting.

2008 ACCOMPLISHMENTS:

Participated in the "Buckle-up PA" seatbelt enforcement and education program which concentrated on seatbelt compliance to reduce injuries.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Injury accidents	297	336	300	310	350
Accident investigations	813	835	846	870	850
Citations issued	6,842	6,453	6,500	6,300	6,400
Police vehicular accidents	34	36	35	25	20
Preventable accidents	15	11	10	10	10

PROGRAM: Uniformed Patrol - Community Policing Unit (Power Shift)

OBJECTIVE: To reduce crime by working with Dauphin County Probation and Parole in a proactive unit. To include the return of State Parole Officers to regular duties with the Power Shift Unit and concentrate on wanted state parole offenders and clients of the Dauphin County Intensive Drug Supervision Unit.

2008 ACCOMPLISHMENTS:

The Unit successfully integrated working with Dauphin County Probation and Parole in the Community Policing Unit, as well as with the Police Bureau's "WEED AND SEED" Program.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Bar check operations	164	104	220	250	200
House visits to check on individuals on probation/parole	1,652	2,089	2,550	2,300	2,500
Noise Ordinance violations	313 ^a	270 ^a	275 ^a	350 ^a	300
Multi-agency operations	5	10	12	10	12

Note:

^a Noise Ordinance violations have increased and decreased due to CO#4 of 2007 ammended and reissued stricter enforcement.

BUREAU OF POLICE
TECHNICAL SERVICES DIVISION

The Technical Services Division is comprised of units which serve a variety of functions. The Bureau's Training, Property Management, Warrant/Process Service, Court Liaison/Special Events Officer, Report Writer, Communications and Records Center personnel are assigned to this division.

The Commander of the Technical Services Division also oversees the Parking Enforcement Unit, which is supervised by the Technical Services Administrator.

EXPENDITURE ANALYSIS DETAIL				
2010 BUDGET				
General Fund		0145 Technical Services		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	293,084	Captain	1	65,000
Salaries-BU	1,003,027	Technical Service Administrator	1	58,710
Salaries-Part Time	29,000	Communications Supervisor	3	126,374
Overtime	145,660	Training/Quality Assurance Super.	1	43,000
Fringe Benefits	96,301	Total Management	6	293,084
TOTAL	<u>1,567,072</u>			
OPERATING EXPENSES		Sergeant	1	71,360
		Police Officer	3	190,168
		Record Center Operator IV	1	39,322
Communications		Record Center Operator II	1	34,060
Professional Services		Record Center Operator I	1	34,742
Utilities		Telecommunicator I	3	107,256
Insurance		Telecommunicator II	10	368,833
Rentals		Telecommunicator III	1	38,067
Maintenance & Repairs		Telecommunicator IV	3	119,219
Contracted Services				
Supplies				
Minor Capital Equipment				
TOTAL	<u>0</u>	Total Bargaining Unit	<u>24</u>	<u>1,003,027</u>
CAPITAL OUTLAY	0	Communications Supervisor	<u>4</u>	<u>29,000</u>
		Total Part-Time	4	29,000
TOTAL APPROPRIATION	<u><u>1,567,072</u></u>			
		Overtime		<u>145,660</u>
		FICA		96,301
		Healthcare Benefits - Active		0
		Total Fringe Benefits		<u>96,301</u>
		TOTAL	<u><u>34</u></u>	<u><u>1,567,072</u></u>

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Technical Services Division - Training Unit

OBJECTIVE: To promote employee effectiveness through proper and efficient training protocols designed to best equip the sworn employee with adequate skill, knowledge, and abilities.

2008 ACCOMPLISHMENTS:

Training protocols were revised to include additional mandatory in-house training endeavors. This significantly increased the number of training hours for all officers at no overtime costs to the Bureau.

MEASURES/INDICATORS:	ACTUALS			EST. FY2009	PROJ. FY2010
	FY2006	FY2007	FY2008		
Duty hours spent in mandatory training protocols	4,480	4,590	5,270	5,360	6,400
Field Training Officers (man-hours)	400	3,360	7,200	3,960	8,360

PROGRAM: Technical Service Division - Abandoned Vehicle Unit

OBJECTIVE: To locate and remove abandoned vehicles from City streets and private areas.

2008 ACCOMPLISHMENTS:

The unit removed 354 abandoned vehicles from City streets and private property.

MEASURES/INDICATORS:	ACTUALS			EST. FY2009	PROJ. FY2010
	FY2006	FY2007	FY2008		
Vehicle tags issued	1,425	1,141	1,207	950	975
Vehicles removed from street	284	213	1,051	960	900
Vehicles removed from private property	246	141	150	88	60
Citations issued	1,043	781	425	535	500

PROGRAM: Technical Service Division - Communication Center

OBJECTIVE: To provide efficient and prioritized response to all calls for services.

2008 ACCOMPLISHMENTS:

Continue to abide by Pennsylvania Emergency Management Association Standards in all facets of communication and increase the level of quality control.

MEASURES/INDICATORS:	ACTUALS			EST. FY2009	PROJ. FY2010
	FY2006	FY2007	FY2008		
Telephone transactions:	354,440	327,411	330,510	332,000	335,000
false alarms (fire, burglar)	1,735	2,547	1,307	1,300	1,350
calls for service	50,940	48,017	49,863	50,370	52,000
directed activity	40,397	37,925	42,881	48,500	54,000
administrative duties	70,027	68,722	70,037	69,884	70,000
Computer Aided Dispatch (CAD) Incidents	170,099	160,883	169,863	163,010	165,000

PROGRAM: Technical Services Division - Court Liaison Officer

OBJECTIVE: Provide for economy of operation in the scheduling of police officers for Dauphin County Court.

2008 ACCOMPLISHMENTS:

Cleared officers subpoenaed for court, resulting in a significant savings in overtime costs.

MEASURES/INDICATORS:	ACTUALS			EST. FY2009	PROJ. FY2010
	FY2006	FY2007	FY2008		
Officers subpoenas	9,608	9,294	7,478	6,950	6,500
Officers cleared from court	8,424	6,788	6,268	5,700	5,100

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Technical Services Division - Record Center

OBJECTIVE: To process and manage the distribution and receipt of police information.

2008 ACCOMPLISHMENTS:

The Digital Photo System and computerized record-keeping continued to be extremely beneficial to internal and external law enforcement assistance.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Data entry transactions	33,904,722	33,457,166	34,886,851	34,986,851	35,100,000
Documents	0	0	0	0	0

Note:

a Digital Imaging was installed as a replacement to microfilming.

PROGRAM: Technical Services Division - Resource Management Unit

OBJECTIVE: To perform crime analysis, plan and revise General Orders, prepare Special Orders and various operations manuals, and monitor all Accreditation protocols.

2008 ACCOMPLISHMENTS:

Updated General Orders and manuals that assisted the Bureau in the reaccreditations process.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Reports compiled and disseminated to Unit Supervisors	0	52	54	50	60
General Orders, Special Orders, and manuals that were changed	0	20	25	15	75

PROGRAM: Technical Services Division - Warrant Process Service Unit

OBJECTIVE: To locate and arrest individuals named on arrest warrants and to attend hearings in place of the arresting officers, saving the City overtime costs.

2008 ACCOMPLISHMENTS:

The Unit saved the City \$124,515 in overtime costs for preliminary hearings.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Arrest warrants served	55	71	45	60	75
Subpoenas served	16,580	14,939	10,212	10,200	10,000
Prisoner transports	90	550	95	75	75
Hearings attended	690	427	0	0	0
Overtime dollars saved	\$146,466	\$124,515	\$119,025	\$120,000	\$125,000

BUREAU OF POLICE
CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division investigates adult and juvenile crimes referred by the Uniformed Patrol Division. The Division is broken down into the Adult Offender, Juvenile Offender, Organized Crime and Vice Control, Special Operations, Forensic, Auto Theft, Habitual Offender, Domestic Violence, and Arson Units. The primary goal of this division is to resolve crime through thorough investigation.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0146 Criminal Investigations		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	82,248	Captain	1	82,248
Salaries-BU	2,423,883			
Overtime	219,145	Total Management	1	82,248
Fringe Benefits	52,088			
TOTAL	2,777,364	Lieutenant	1	74,928
		Sergeant	3	214,080
OPERATING EXPENSES		Corporal	2	135,323
		Detective/Investigator	25	1,667,712
Communications		Secretary II	1	36,268
Professional Services		Secretary I	1	35,151
Utilities		Forensic Investigator	4	260,421
Insurance				
Rentals		Total Bargaining Unit	37	2,423,883
Maintenance & Repairs				
Contracted Services				
Supplies		Overtime		219,145
Minor Capital Equipment				
TOTAL	0	FICA		52,088
		Healthcare Benefits - Active		0
CAPITAL OUTLAY				
		Total Fringe Benefits		52,088
TOTAL APPROPRIATION	2,777,364	TOTAL	38	2,777,364

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Criminal Investigations - Forensic Technology Section

OBJECTIVE: To preserve crime scenes and collect evidence.

2008 ACCOMPLISHMENTS:

The Unit was previously strengthened by adding 2 new Investigators and all are now certified in Latent Print Examination. We have also previously trained 7 forensic officers on the platoons, to be able to complete minor crime scenes.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Crime scenes processed	733	509	691	789	800
Print comparisons (manual)	162	61	38	40	40
Latent prints logged	1,232	735	777	575	600
Latent Prints su Laten prints logged	N/A	N/A	245	188	220
Comparisons via AFIS	169	233	7,353	5,388	6,380
Comparison Confirmed Hits by AFIS	81	46	22	26	30

PROGRAM: Criminal Investigations - Adult Offenders Section

OBJECTIVE: To investigate serious adult criminal offenses and clear these through arrest and prosecution.

2008 ACCOMPLISHMENTS:

Requested that City Council pass a city ordinance that would hold all recycles centers responsible for maintaining records of goods bought and identification of individuals selling goods to them. We hope to decrease the number of Thefts that occur by eliminating the opportunity to dispose of stolen property for profit, by selling it to the centers.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Cases assigned	1,309	1,343	1,504	1,420	1,500
Adult arrests (persons)	291	296	377	330	250

PROGRAM: Criminal Investigations - Juvenile Offenders Section

OBJECTIVE: To investigate juvenile criminal offenses and clear these offenses through arrest and prosecution.

2008 ACCOMPLISHMENTS:

Unit has taken the opportunity to attend specified training in areas such as Missing and Exploited Children, Cart training for missing children. We implemented a program called "A Child is Missing" for the department and joined a County task for Missing and Runaway children. We also submitted a request for City Council to approve a city ordinance that would limit the number of Sexual Offenders that reside in our city.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Cases assigned	688	797	691	720	680
Juvenile charges processed	N/A	N/A	N/A	N/A	N/A
Arrests (persons)	137	145	102	100	120

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Criminal Investigations - Habitual Offenders Unit

OBJECTIVE: To investigate habitual offenses and clear these offenses through arrest and prosecution.

2008 ACCOMPLISHMENTS:

We are working on the "Project Safe Neighborhood" with the US Attorney's Office. We are now submitting cases to the Dauphin County District Attorney's Office for federal prosecution for guns/drug arrest. 2008 we have restructured this program and will have numbers to show for next year.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Cases investigated	N/A	3	10	23	40
Cases prosecuted	N/A	0	5	15	15
Career criminals classified	N/A	2	3	18	25

PROGRAM: Criminal Investigations - Organized Crime and Vice Unit

OBJECTIVE: To investigate drug related and organized criminal offenses and clear these offenses through arrest and prosecution.

2008 ACCOMPLISHMENTS:

The Unit continued concentrating on all levels of drug activity. We work heavily with outside agencies at a Federal and State level. The Unit was instrumental in assisting us with problem bars in the city and working with PLCB to help begin the problem solving process.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Cases investigated	1,386	1,470	1,350	1,081	1,554
Drug arrests (persons)	959	847	548	662	931
Prostitution arrests (persons)	135	123	85	78	150
Other arrests (persons)	292	500	200	369	600

BUREAU OF FIRE

The primary responsibility of the Fire Bureau is the protection of life and property from fire, man made and natural disasters. The suppression of fire involves arriving at the scene as quickly as possible so as to attack the fire at the point of origin and prevent its spread. Fire apparatus responds from four fire stations.

The Fire Inspection Unit, created in 1989, acts to reduce fire loss through inspections and code enforcement, using a city fire code that is considered a national model in fire reviews, approves and verifies the following for private and public structures: building plans, fire alarm plans, smoke detector plans, standpipe system plans, fire pump system plans and sprinkler system plans. New construction sites are also reviewed to assure that life safety components are installed properly. This unit performs all fire code inspections of properties including, but not limited to, electrical, structural, smoke detectors, and general housekeeping to determine housing code violations. In commercial units, inspections are performed to verify the safety of fire extinguishers, sprinkler systems and smoke detectors.

Re-inspections are performed to assure that fire safety regulations are being upheld once a violation of the Fire Prevention Code is reported or to follow up after an actual fire incident. This unit also participates in numerous seminars and demonstrations related to fire safety techniques such as the installation of sprinkler systems and smoke detectors. Fire safety education is another responsibility of the Fire Bureau. Through well-planned, year round fire programs, the Fire Bureau educates the public about fire and burn hazards, how to prevent fire and burn injuries due to individual carelessness, how to survive a fire once it starts, and how to treat a burn injury properly. The fire prevention program covers the homes, the schools, the workplace and the community.

By Mayoral designation, the Fire Bureau also operates as the Emergency Management Agency for the City of Harrisburg, and the Fire Chief has been designated by the Mayor as the Emergency Management Coordinator. This agency maintains the Emergency Operations Plan (EOP), which sets forth a procedure to alert the public and provide information and appropriate protective action instructions, as needed. The Pennsylvania Emergency Management Agency has cited the Harrisburg plan as a model for municipalities in the State.

This plan also provides for the coordination and use of available municipal resources during a natural or human-caused emergency or disaster. It defines the roles and responsibilities of municipal officials and the Emergency Management Coordinator. The plan also assures coordination and cooperation with county efforts in accordance with the Dauphin County EOP. Bi-annually, representatives from the Federal and Pennsylvania Emergency Management Agencies evaluate a drill of the City's EOP.

The Fire Bureau has a comprehensive training apprenticeship program designed to incrementally certify firefighters through certification so they may advance to the next rank. This program includes practical hands-on training and classroom instruction leading to appropriate testing for certification. Harrisburg is the first municipality in Pennsylvania to establish such a comprehensive program.

The RESCUE 1 program, begun in 1992, increases the Fire Bureau's ability to respond to incidents requiring heavy, special, or technical rescue such as structural collapse, trench rescue, confined space rescue, high/low angle rescue, or heavy vehicle extrication. This is accomplished by intensive training of personnel and the purchase of specialized equipment.

The Rescue One Unit is the product of a series of major innovations and advances, making the Harrisburg Fire Bureau one of the premier firefighting and rescue operations in the Commonwealth and Nation. The Rescue One Unit is a part of Pennsylvania Task Force One, a designated Urban Search and Rescue Team of the Federal Emergency Management Agency. Only 28 such teams exist nationwide and each is available for mobilization in response to any national emergency. The 30 plus member unit has received more than 1000 hours of advanced technical training which is supplemented by the unit's continuing education program and periodic drills.

BUREAU OF FIRE

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

General Fund

0151 Fire

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	203,565	Fire Chief	1	70,565
Salaries-BU	5,108,719	Senior Deputy Chief	1	67,000
Overtime	1,230,000	Deputy Chief	1	66,000
Fringe Benefits	519,468			
Miscellaneous	559,720	Total Management	3	203,565
TOTAL	7,621,472			
OPERATING EXPENSES		Battalion Chief	4	265,064
		Captain	4	255,484
		Lieutenant	8	490,193
Communications	19,000	Firefighter Driver/Operator	68	3,765,079
Professional Services	66,500	Firefighter I	7	332,899
Utilities	87,950	Total Bargaining Unit	91	5,108,719
Insurance	0			
Rentals	0			
Maintenance & Repairs	112,800	Overtime		1,230,000
Contracted Services	37,650			
Supplies	135,473			
Minor Capital Equipment	4,000	FICA		82,158
TOTAL	463,373	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
		Severance Pay		401,310
CAPITAL OUTLAY	46,805	College Credits		10,000
		Medicare - Part B		20,000
		J.T.S.B. & Mask Service Division		6,000
TOTAL APPROPRIATION	8,131,650	Total Fringe Benefits		519,468
		Sick Leave Buy-Back		180,000
		Hearing Aids		1,000
		Fire Pension Plan		0
		Clothing Allowance		66,000
		Workers' Compensation		312,720
		Total Miscellaneous		559,720
		TOTAL	94	7,621,472

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Bureau of Fire - Emergency Response

OBJECTIVE: To protect life and property from fire and natural or man-made hazards.

2008 ACCOMPLISHMENTS:

Fire Officer I was completed and Fire Inspector I was accomplished by all supervisory officers. The Harrisburg Fire Bureau took delivery on a new 2008 Pierce attack engine and a 2008 Pierce 75' Tower/Ladder truck. Fire Loss saw a slight increase, however the number of alarms fell below the 3000 mark.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Fire alarms reported	2,927	3,100	2,933	2,900	2,948
Actual fires	269	271	228	178	201
False alarms	858	850	758	710	701
Property loss from fires	\$ 1,303,635	\$ 1,200,000	\$1,758,950	\$4,100,000	\$1,345,000
Injuries among fire personnel	59	55	95	110	100
Civilian injuries	13	15	2	5	5
Hours of training for fire personnel	25,116	24,000	20,168	13,750	18,550
Civilian deaths	0	1	1	1	0

PROGRAM: Bureau of Fire - Accreditation

OBJECTIVE: To conduct a self-assessment of the Fire Bureau using the standards created by the Commission on Fire Service Accreditation to become a nationally accredited agency.

2008 ACCOMPLISHMENTS:

The Fire Bureau continues the self-assessment process. Accreditation should be achieved in 2010. We did not have an accreditation manager on board for 2008. We are reviewing the Fire Department Strategic Plan. The 2004 Plan is 88% complete.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Accreditation	95%	95%	N/A	98%	100%

PROGRAM: Bureau of Fire - Fire Inspection Unit

OBJECTIVE: To reduce the likelihood of fires starting, prevent the spread of fire, and to ensure the safe evacuation of buildings through the enforcement of the fire code.

2008 ACCOMPLISHMENTS:

The Commonwealth of Pennsylvania has enacted an statewide residential sprinkler regulation. Harrisburg Fire was a primary contributor to this monumental piece of Legislation.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Number of fire inspections:					
General or complaint initiated	185	205	258	250	250
Day Care	28	30	36	38	35
Sprinkler	115	115	127	141	140
Pre-Plan	122	120	168	200	225
Re-Inspections	75	75	110	138	140
Schools	22	20	22	23	23
Routine Inspections	175	180	188	196	200

DEPARTMENT OF PUBLIC SAFETY

PROGRAM: Bureau of Fire - Fire Safety Education Unit

OBJECTIVE: To protect life and property through fire prevention and safety education, thus the likelihood of a fire originating is reduced; and if a fire occurs, physical injury, death, and property damage will be minimized.

2008 ACCOMPLISHMENTS:

Engine 21 continued to be a cornerstone of our prevention efforts now in its fifth year of production. We now have a permanent assigned firefighter to fire safety so programs that lagged in 2008 will again begin operations.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Number of fire safety education programs:					
Fire extinguisher training	46	50	36	58	55
Neighborhood Fairs	47	50	54	62	60
Juvenile Fire Setter Counseling	49	45	48	53	57
General Fire Safety	91	95	66	71	70
High Rise Fire Safety	14	15	12	16	16
Group Home Safety	27	30	22	24	24
Nursing Home Fire Safety	1	1	1	1	1
Fire Drill/Education	71	75	73	84	80
Fire Safety House	85	85	83	92	89
Station Tours	32	35	27	31	30
Disaster Plans ^a	11	15	26	18	15

PROGRAM: Bureau of Fire - Training and Safety Unit

OBJECTIVE: To provide basic operations and advanced skills training for firefighters and fire recruits, as well as provide additional instruction to the Fire Officers.

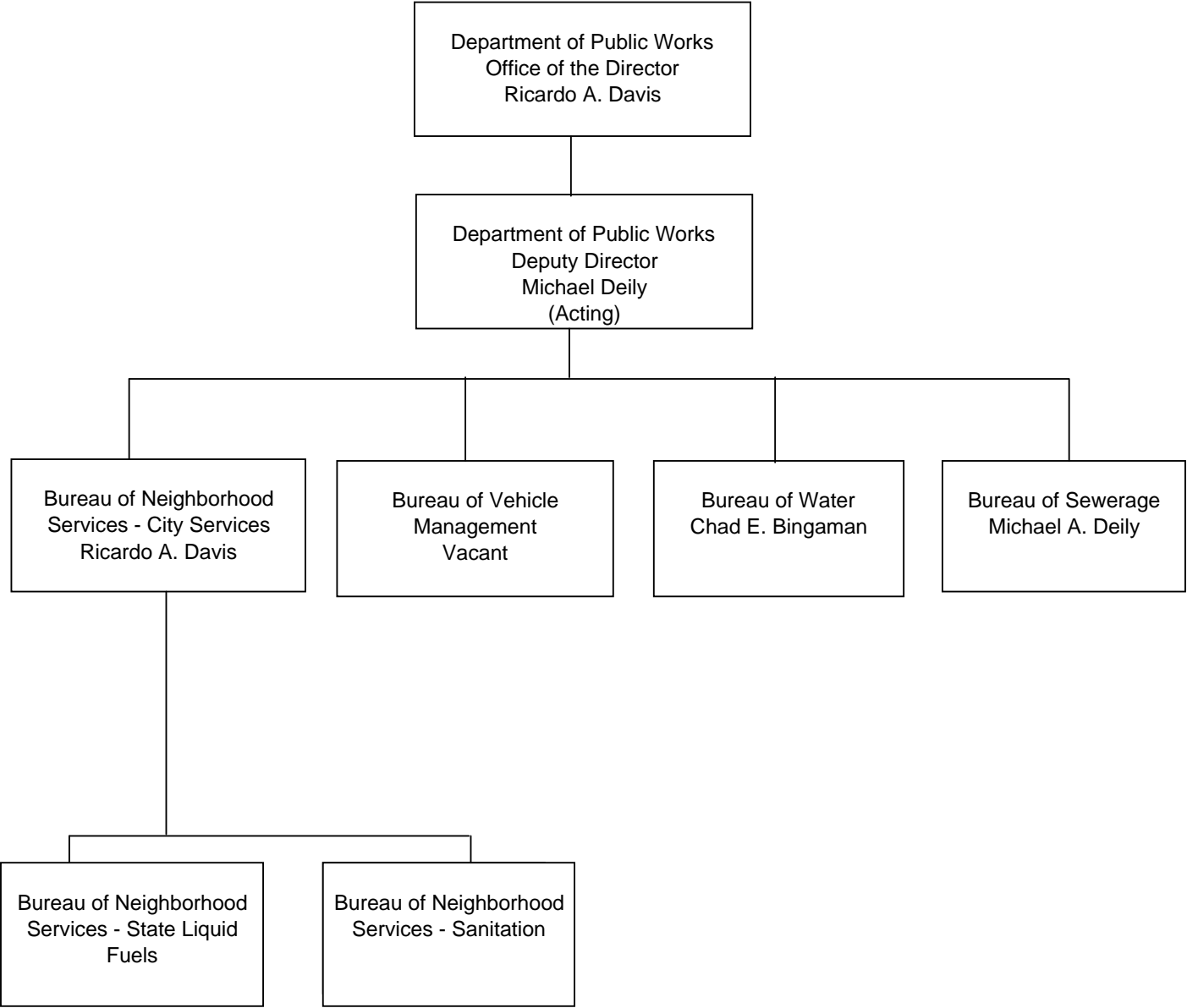
2008 ACCOMPLISHMENTS:

Officer training and professional development continues to expand. Response to terrorism training was previously expanded.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Company Based Training (man-hours)	11,916	10,000	10,515	8,351	10,000
Specialized Training (man-hours)	5,098	5,000	5,904	1,459	3,500
Rescue Training (man-hours)	4,077	4,000	2,480	1,794	2,500
Recruit Training (man-hours)	2,800	0	0	813	1,870
Volunteer Training (man-hours)	285	300	290	302	480
Officer Training (man-hours)	4,977	1,500	978	999	1,000
Total Man-hours	25,116	20,850	20,167	14,718	18,550

DEPARTMENT OF PUBLIC WORKS



EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
DEPARTMENT OF PUBLIC WORKS						
<u>0162 NEIGHBORHOOD SERVICES - CITY SERVICES</u>						
Personnel Services	1,317,668	1,331,691	1,254,836	1,371,588	1,092,815	1,239,465
Operating Expenses	340,450	340,450	337,368	452,500	447,512	442,900
Capital Outlay	61,639	61,639	29,250	680	20,889	18,592
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	<u>1,719,757</u>	<u>1,733,780</u>	<u>1,621,454</u>	<u>1,824,768</u>	<u>1,561,216</u>	<u>1,700,957</u>
<u>0172 VEHICLE MANAGEMENT</u>						
Personnel Services	612,923	666,310	660,235	537,491	535,466	607,682
Operating Expenses	1,545,006	1,659,420	1,822,439	2,114,350	2,107,116	1,590,050
Capital Outlay	15,699	0	0	0	0	0
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	<u>2,173,627</u>	<u>2,325,730</u>	<u>2,482,674</u>	<u>2,651,841</u>	<u>2,642,582</u>	<u>2,197,732</u>
TOTAL DEPARTMENT OF PUBLIC WORKS						
Personnel Services	1,930,591	1,998,001	1,915,071	1,909,079	1,628,281	1,847,147
Operating Expenses	1,885,456	1,999,870	2,159,807	2,566,850	2,554,628	2,032,950
Capital Outlay	77,338	61,639	29,250	680	20,889	18,592
Non-Expenditure Items	0	0	0	0	0	0
TOTAL EXPENDITURES	<u><u>3,893,385</u></u>	<u><u>4,059,510</u></u>	<u><u>4,104,128</u></u>	<u><u>4,476,609</u></u>	<u><u>4,203,798</u></u>	<u><u>3,898,689</u></u>

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2008 Projected	2010 Proposed Budget
PUBLIC WORKS						
Neighborhood Services -City Svc	24.50	24.50	24.50	25.50	25.50	25.00
Vehicle Management	11.00	11.00	11.00	11.00	11.00	12.00
TOTAL POSITIONS	35.50	35.50	35.50	36.50	36.50	37.00

The 2006 Approved Budget reflects the transfer of nine employees from the State Liquid Fuels Tax Fund to the Bureau of Neighborhood Services - City Services, as all personnel costs were removed from the State Liquid Fuels Tax Fund. This transfer includes one Deputy Director, one Construction Tradesman, five Heavy Equipment Operators, and two Street Maintenance Workers. In addition, the Duplication Center was transferred from the Department of Administration to the Bureau of Building Maintenance. With this transfer, the following positions were added to the Bureau of Building Maintenance: one Central Support Assistant, one Reproduction Technician, and one Clerk. Two vacant positions were eliminated, an Automotive Mechanic from the Bureau of Vehicle Management and a Laborer from the Bureau of Building Maintenance. In the 2007 approved budget The Department of Public Works was reduced by a net of two positions. Positions eliminated include an Assistant Director in Neighborhood Services - Sanitation, and a vacant position in Building Maintenance. In 2008 a Heavy Equipment Operator II was added to Neighborhood Services. There were no other personnel changes. In 2009 in the Office of the Director, a Secretary I was added. In Neighborhood Services a Demolition Specialist I, two Street Maintenance Workers I, a Motor Equipment Operator, a Heavy Equipment Operator and half of a Laborer III were added. There was also an elimination of a Laborer II in Building Maintenance. In the 2010 Budget Building Maintenance was moved to Department of Administration and merged with Operation and revenue. Also, the Office of the Director merged into the Neighborhood Services- City Services with the Director and the Secretary being paid 50% out of the remaining bureaus. Also in Neighborhood Services- City Services the Deputy Director of Neighborhood Services, Electrician III, and a Heavy Equipment Operator which all are vacant have been eliminated.

BUREAU OF NEIGHBORHOOD SERVICES - CITY SERVICES

The Bureau of Neighborhood Services was created in January 2003, through the consolidation of the previous Bureaus of City Services and Sanitation. The Bureau of Neighborhood Services - City Services provides a variety of services to the residents and businesses of the City, contingent upon weather conditions. These services include general repairs to the roadway, resurfacing of worn and deteriorating roadways and alleys, and preparing and maintaining safe roadway conditions in time of snow and ice. This bureau also repairs and maintains all City sewer and storm inlets. Additional responsibilities include leaf collection in the fall and Christmas tree pick-up after Christmas, street cleaning year-round by crews that operate motorized street sweepers and flusher trucks that keep down the dust, and demolition of blighted and deteriorating properties.

In 2004, by way of Mayoral Directive, the Bureau of Traffic Engineering was consolidated into the Bureau of Neighborhood Services - City Services. Because of this consolidation, the Bureau of Neighborhood Services - City Services acquired additional responsibilities such as the operation and maintenance of ninety-one signalized intersections; eight flashing/warning signal locations; the burglar and fire alarm systems and the Public Works Radio system, as well as the fabrication, installation, and maintenance of all traffic control signage; street name signs; and the pavement marking for vehicular and pedestrian control. In addition, the Bureau maintains the electrical and sound systems in the City Park complexes and the special events hosted by the Department of Parks and Recreation, as well as all outline lighting on City Island, uplighting in Riverfront Park, and the Walnut Street Bridge; Christmas decorations and all decorative banners in the City.

In 2006, all personnel related costs were transferred from the State Liquid Fuels Tax Fund to the General Fund. A corresponding amount of utility costs were transferred to the State Liquid Fuels Fund from the General Fund. These transfers were performed to ease compliance and reporting regarding the use of State Liquid Fuels Tax monies. This bureau received the former State Liquid Fuels Tax Fund positions.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0162 Neighborhood Services - City Services		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	67,000	Director Public Works	0.50	37,000
Salaries-BU	1,059,106	Deputy Director	0.50	30,000
Overtime	25,280			
Fringe Benefits	88,079			
		Total Management	1.00	67,000
TOTAL	1,239,465			
OPERATING EXPENSES		Demolition Crew Leader	1	44,940
		Traffic Engineering Tech. I	1	42,251
		Traffic Engineering Tech. III	1	128,364
		Construction Tradesman	1	43,678
Communications	5,950	Heavy Equipment Operator III	4	174,604
Professional Services	300	Heavy Equipment Operator II	2	84,091
Utilities	52,800	Street Maintenance Worker III	1	42,824
Insurance	0	Street Maintenance Worker I	5	191,022
Rentals	13,000	Demolition Specialist I	1	40,566
Maintenance & Repairs	42,400	Demolition Specialist II	1	42,045
Contracted Services	251,650	Demolition Specialist III	1	43,097
Supplies	76,800	Motor Equipment Operator	4	148,070
Minor Capital Equipment	0	Laborer III	0.5	17,651
		Secretary I	0.5	15,903
TOTAL	442,900			
		Total Bargaining Unit	24	1,059,106
CAPITAL OUTLAY	18,592			
TOTAL APPROPRIATION	1,700,957	Overtime		25,280
		FICA		88,079
		Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
		Total Fringe Benefits		88,079

DEPARTMENT OF PUBLIC WORKS

PROGRAM: Bureau of Neighborhood Services - City Services/State Liquid Fuels

OBJECTIVE: To maintain the physical condition of public roadways for vehicular travel, the Sanitary Sewer Collection System, and the Storm Water Collection System. This bureau is responsible for the maintenance of over 3,500 storm inlets, 135 miles of sewers, and the cleanliness of all public roadway surfaces in the City. Other duties include leaf collection; illegally deposited bulk item removal; alley resurfacing; pothole filling; crack sealing; street sweeping; Christmas tree collection; demolishing unsafe and deteriorating properties; operating and maintaining ninety-five signalized intersections and eight flashing/warning signals; fabricating and maintaining all traffic control signage within the City; providing sound and electrical support to the Department of Parks and Recreation for maintenance purposes, as well as special events.

2008 ACCOMPLISHMENTS

Street sweeping was conducted year-round. Crews continued with leaf collection, of leaves in October and November. The crews also picked up Christmas trees in January. The Bureau removed illegal bulk items from streets, alleys, and vacant lots. The construction portion of the Bureau repaired storm inlets and sinkholes. The demolition crew demolished properties throughout the City. The Bureau responded to snow and ice events. The Bureau also distributed sets of barricades to 130 different events to help close down the streets.

In addition, certification with the International Municipal Signal Association continued. The annual PennDOT mandate of inspecting and maintaining the entire traffic signal system including ninety-five intersections, and eight flashing/warning signals was completed. The bureau is responsible for the maintenance of the "WAYFINDER" signs within the City and several townships. Other responsibilities included: the continued expansion of the accent lighting on City Island; provided electrical assistance at the Greater Fire Museum of Harrisburg; installed banners for the Department of Building and Housing Development; maintained the decorative banners downtown and on City Island, and installed and maintained the decorative banners for the United Way.

MEASURES/INDICATORS:

	ACTUALS			EST. FY2009	PROJ. FY2010
	FY2006	FY2007	FY2008		
Patching material applied by City crews (tons)	79	90			
Leaves collected during the fall months (cubic yards)	557	374			
Streets cleaned (linear miles)	1,650	1,627			
Salt mixture used during snow storms (tons)	1,200	1,800			
Hours to operate salt & plow trucks	888	3,000			
Bulk trash collected (tons)	419	475			
Blocked sewer lines cleaned	66	50			
Sewer lines maintained (linear miles)	156	156			
Storm sewer inlets cleaned	313	250			
Sealant used (pounds)	700	700			
City properties demolished	23	17			
Signalized intersections in the City	94	84			
Traffic signal repairs	1,684	1,803			
Fire and burglar alarm repairs	28	25			
Street directional signs prepared and installed	1,221	3,000			
Hours spent on electrical service/recreational events	2,388	3,000			

Notes: _____

BUREAU OF VEHICLE MANAGEMENT CENTER

The Bureau of Vehicle Management is responsible for the administration, maintenance, and repair of the City's vehicular equipment fleet. The fleet consists of over 465 vehicles and pieces of equipment ranging from tractor and trailers, articulated wheel loaders, fire apparatus, motor cycles and police vehicles, to small equipment such as tractors and lawnmowers.

The administration of the Bureau includes: preparation of the annual budget submission, equipment specifying, titling, licensing, maintaining of state inspection records, surplus disposal, and the scheduled maintenance and repair of all City-owned vehicles. Other associated activities include, but are not limited to, the maintaining of automated reports/records; a parts and supply inventory valued in excess of \$100,000; a fuels/lubricants management program; and the testing and evaluation of programs, such as alternate fuels, to determine the feasibility of adoption for City operations.

The Bureau operates on a budget in excess of \$2.8 million in an effort to provide a highly serviceable fleet while operating in the most efficient and effective method.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
General Fund		0172 Vehicle Management		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	99,000	Director of Public Works	0.5	37,000
Salaries-BU	463,477	Director	1	62,000
Overtime	2,021			
Fringe Benefits	43,184	Total Management	1.5	99,000
TOTAL	607,682			
OPERATING EXPENSES		Automotive Mechanic IV	6	277,072
		Automotive Body Mechanic IV	2	91,232
		Automotive Mechanic I	1	38,402
Communications	3,800	Parts Person II	1	40,868
Professional Services	0	Secretary I	0.5	15,903
Utilities	64,300			
Insurance	0	Total Bargaining Unit	10.5	463,477
Rentals	5,200			
Maintenance & Repairs	155,650	Overtime		2,021
Contracted Services	10,700			
Supplies	1,350,400	FICA		43,184
Minor Capital Equipment	0	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
TOTAL	1,590,050	Total Fringe Benefits		43,184
CAPITAL OUTLAY	0			
		TOTAL	12	607,682
TOTAL APPROPRIATION	2,197,732			

DEPARTMENT OF PUBLIC WORKS

PROGRAM: Bureau of Vehicle Management

OBJECTIVE: To aggressively continue to be an asset to City operations by properly maintaining the fleet in the highest state of readiness at the lowest cost, and to provide a cost savings city-wide through the Fleet Administrative Program.

2008 ACCOMPLISHMENTS:

The Bureau continues to pursue cost saving measures. In addition to the annual savings for the performing of vehicle State Emission Inspections in-house, the Bureau adopted a new preventive maintenance program. The PM program and the oil change interval is predicated by an "oil analysis" rather than a standard mileage interval. Thus, every 3000 miles when a vehicle is brought in for a PM the oil filter is changed and a sample of the oiled is taken and sent out to be analyzed. When the results of the analysis is returned, the next PM service is scheduled. This program has a two fold benefit. First it saves precious tax dollars by extending the oil life up to four-fold, reducing the amount of oil purchased and the dependence on petroleum products. These savings and the continuation of supporting the fleet with a reduced workforce and major reduction in overtime continues.

In August the Bureau took the first of several major steps towards automation. Training was received on the Fleet Management Program M-5. This program when in full implementation will provide numerous cost savings methods. A few of the methods will be recognized in fleet standardization, improved inventory control and fleet reduction.

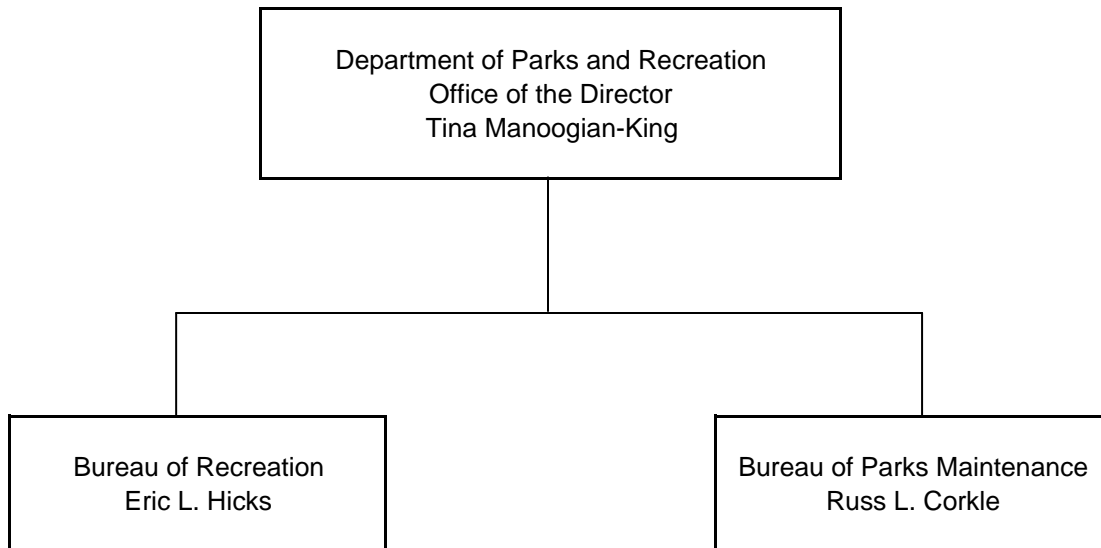
MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Equipment Repairs					
Trucks	625	849	623	750	720
Passenger	759	887	766	720	700
Heavy Equipment	311	179	154	180	160
Miscellaneous Equipment	61	10	50	60	51
Total Units	<u>1,756</u>	<u>1,925</u>	<u>1,593</u>	<u>1,710</u>	<u>1,620</u>
Equipment (Preventive Maintenance)	<u>559</u>	<u>431</u>	<u>675</u>	<u>800</u>	<u>875</u>
Fuels Dispensed (Gallons)					
Gasoline ^b	<u>243,018</u>	<u>253,388</u>	<u>211,005</u>	<u>190,000</u>	<u>200</u>
Diesel ^b	<u>194,853</u>	<u>211,667</u>	<u>192,473</u>	<u>225,000</u>	<u>215,000</u>

Notes:

^a Equipment repairs have been reduced due to older equipment / larger labor intense repairs and the decrease in bureau personnel.

DEPARTMENT OF PARKS AND RECREATION



EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
PARKS & RECREATION						
<u>0180 OFFICE OF THE DIRECTOR</u>						
Personnel Services	623,950	506,106	565,767	526,025	518,098	467,466
Operating Expenses	285,103	301,702	165,844	222,000	226,205	217,401
Capital Outlay	0	0	0	0	0	0
Grants	8,000	15,550	9,354	15,350	15,350	19,350
TOTALS	917,053	823,359	740,965	763,375	759,653	704,217
<u>0183 BUREAU OF RECREATION</u>						
Personnel Services	630,971	593,558	593,900	572,888	553,358	544,599
Operating Expenses	163,805	194,304	188,037	216,250	216,047	206,700
Capital Outlay	0	7,182	0	1,196	0	0
TOTALS	794,776	795,045	781,937	790,334	769,405	751,299
<u>0184 BUREAU OF PARKS MAINTENANCE</u>						
Personnel Services	671,451	767,362	778,688	632,755	569,219	606,695
Operating Expenses	439,842	353,420	379,652	383,950	378,796	371,800
Capital Outlay	9,850	0	0	0	0	0
Grants/Non Exp. Item/InterFund Transfer	6,916	0	0	0	0	0
TOTALS	1,128,060	1,120,781	1,158,340	1,016,705	948,015	978,495
TOTAL DEPARTMENT OF PARKS & RECREATION						
Personnel Services	1,926,373	1,867,026	1,938,355	1,731,668	1,640,675	1,618,760
Operating Expenses	888,750	849,426	733,533	822,200	821,048	795,901
Capital Outlay	9,850	7,182	0	1,196	0	0
Grants	14,916	15,550	9,354	15,350	15,350	19,350
TOTAL EXPENDITURES	2,839,889	2,739,185	2,681,242	2,570,414	2,477,073	2,434,011

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
PARKS & RECREATION						
Office of the Director	18.00	16.00	12.00	0.00	12.00	10.00
Recreation	10.00	8.00	5.00	0.00	5.00	4.00
Parks Maintenance	14.00	14.00	14.00	0.00	14.00	13.00
TOTAL POSITIONS	42.00	38.00	31.00	0.00	31.00	27.00

The 2005 Approved Budget eliminated one vacant Crew Leader position. The 2006 Approved Budget eliminates the following vacant positions: two part-time Park Rangers, a Landscape Specialist, a Landscape Technician, and a Laborer III. Three new part-time positions were added: a Dance Instructor, a Fitness Instructor, and a Music Instructor. In addition, a Secretary was transferred from the Bureau of Recreation to the Office of the Director. In the 2007 approved budget, the Department of Parks and Recreation has a net loss of four positions. In the Office of the Director, a Park Ranger Supervisor was eliminated and a vacant Park Ranger position was abolished. In the Bureau of Recreation, a Deputy Recreation Director was eliminated and a vacant Clerk position was abolished. In 2008, six part-time Park Ranger positions were eliminated from the Office of the Director while two were added as full-time. In the Bureau of Recreation, three part-time positions were eliminated: a Fitness Instructor, a Dance Instructor, and a Music Instructor. In 2010 the Office of the Director there was two vacant positions cut, Special Events Coordinator and the part-time Special Events Marketing Assistant. In Bureau of Recreation the vacant Golf Instructor was eliminated. Also in the Bureau of Parks Maintenance a vacant laborer III has been eliminated.

OFFICE OF THE DIRECTOR

The Office of the Director is responsible for planning and conducting all City special events, park planning and development, park security, publication of the City Calendar, and the overall direction and management of the department. This office plans, schedules, promotes, implements, manages, and solicits sponsorships for all City special events. Two major events that highlight the calendar are the American MusicFest (held over the Independence Day Weekend) and the Kipona Celebration (held over the Labor Day Weekend). In addition to these events, numerous other activities take place during the year including, but not limited to, summer concerts in various City parks, the Holiday Parade, and the Harrisburg New Year's Eve Celebration.

Park planning and development is performed by this office and oversight of all construction projects underway in the parks system is a primary responsibility of the Director. Since 1985, more than \$70 million has been spent in Harrisburg's parks system under the Mayor's Parks Improvement Program. Additionally, technical assistance from this office is provided to the Harrisburg School District, Harrisburg Housing Authority, various PTA organizations, and neighborhood organizations regarding playground improvements, fund-raising activities, grantsmanship techniques, and recreational programs.

The Park Ranger Program, created by the Mayor in 1990, provides for ongoing security in all City parks, playgrounds, and open space areas, along with providing information to the general public regarding Harrisburg and its park system. The Park Rangers patrol the park system on a 20-hours per day basis in order to maintain order and enforce park rules and regulations.

Published as a free service and distributed through newsstands, grocery stores, libraries, and organizations throughout the greater Harrisburg area, the *Harrisburg City Calendar* offers details on City programs and a bi-monthly calendar of events. Additional publications are published for the City's festivals and for the Summer Recreation Program. The bi-monthly calendar has grown to an annual distribution of nearly 211,000 copies. Counting the City Island brochure, the Kipona Celebration brochure, the American MusicFest brochure, and the Summer Recreation brochure, the number of publications issued annually totals over 370,000. The sale of advertising space offsets some of the *Harrisburg City Calendar* costs.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0180 Office of the Director

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	288,350	Director	1	70,000
Salaries-BU	140,142	Exec. Dir. - Parks Partnership	1	42,000
Salaries-Part-Time	0	Special Events Director	1	59,225
Overtime	5,752	Events Marketing Director	1	30,675
Fringe Benefits	33,222	Park Ranger Supervisor	1	41,000
		Chief Park Ranger	1	45,450
TOTAL	467,466	Total Management	6	288,350
OPERATING EXPENSES				
		Park Ranger	2	38,112
Communications	74,226	Administrative Assistant I	1	35,891
Professional Services	1,000	Secretary I	1	66,139
Utilities	0			
Insurance	0	Total Bargaining Unit	4	140,142
Rentals	58,000			
Maintenance & Repairs	1,250			
Contracted Services	65,725	Total Part-Time	0	0
Supplies	15,200			
Minor Capital Equipment	2,000			
TOTAL	217,401	Overtime		5,752
		FICA		33,222
CAPITAL OUTLAY	0	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
GRANTS (Matching Share \$15,000)	19,350			
		Total Fringe Benefits		33,222
TOTAL APPROPRIATION	704,217	TOTAL	10	467,466

DEPARTMENT OF PARKS AND RECREATION

PROGRAM: Office of the Director

OBJECTIVE: To administer the overall operations of the Department of Parks and Recreation. This office is responsible for planning and conducting special events; raising necessary funds for special events; overseeing park improvements; providing on-going security to all park facilities; and preparing federal, state, and other non-profit applications for City Parks and Recreation-related grants.

2008 ACCOMPLISHMENTS:

The Department of Parks and Recreation has spent approximately \$69 million on capital improvements for Harrisburg's park system since 1985 under the Mayor's Parks Improvement Program. In addition, the Department wrote two grants for additional work in the Capital Area Greenbelt and one for tree planting activities throughout Harrisburg. As a result of these capital improvements, the number of park permits issued and events held in Harrisburg's park system has expanded, thus providing more family-oriented entertainment for visitors, residents, and tourists. The Park Rangers continue to patrol all of the City's parks 20-hours per day, seven days per week. Increases in the amount of sponsorship revenue generated and the number of park permits issued are a direct result of the improvements undertaken and completed.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Neighborhood meetings attended by Director	12	12	12	12	12
Grants received	2	2	2	2	2
Park Rangers	12	4	4	4	4
Attendance at City special events ^a	2,078,800	2,100,000	2,210,550	2,300,000	2,300,000
City-organized special events	50 ^c	50 ^c	50	50 ^c	50
Park permits issued ^d	1,246	1,300	1,325	1,400	1,400
Sponsorship revenue for special events (includes in-kind contributions)	\$ 479,286	\$ 516,920	\$ 630,000	\$ 580,000 ^e	\$ 580,000

Notes:

- a Attendance figure does not include attendance for Harrisburg Senators games.
- b Severe storms during annual festival seasons resulted in a modest decrease in attendance.
- c Includes events held at the Levitt Pavilion for the Performing Arts which came into existence in 2003.
- d Represents total dates rented since multiple dates can be indicated on a single park permit.
- e Decrease due to National Economy

PROGRAM: Office of the Director - Monthly Recreation Guide

OBJECTIVE: To provide a monthly publication listing of all forthcoming events of the Department of Parks and Recreation for the public.

2008 ACCOMPLISHMENTS:

The *Harrisburg City Calendar* provided expanded information for public use. This bi-monthly publication is printed on recycled newsprint, making it cost-effective, yet environmentally sound. In 2007, a total of 400,800 copies of the *Harrisburg City Calendar*

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Recreation publications distributed ^a	400,800	400,800	200,750	200,750	200,750

Notes:

- a Figures include the monthly City Calendar, American Musicfest, Kipona Program, Summer City Calendar, and City Island inserts (16 separate publications).
- * Calendar became bi-monthly, reducing number of publications printed.

BUREAU OF RECREATION

The Bureau of Recreation offers the most extensive year-round recreational programming in the City's history. The fall, winter, and spring programs provide general recreational activities based largely at public school gymnasiums. These programs include, but are not limited to, sports events, athletic programs, crafts (including an art contest for elementary students), puppet shows, live children's theater productions, aerobic and exercise classes, gymnastics, roller skating, and miscellaneous games. Summer programming occurs on twelve to sixteen staffed playgrounds, with assistance provided by hired recreation leaders and teachers aides, and consists of sports programs for golf, volleyball, basketball, soccer, football, T-ball, and tennis, as well as sports clinics for baseball, T-ball, soccer, and golf. In addition, this bureau provides arts and crafts, 4-H activities, computer classes, nutrition classes, peer mediation, cooking classes, and reading programs on twelve to sixteen playgrounds during the summer months, along with swimming instruction, environmental/educational programs, ecology programs, and dance, drama, photography and music appreciation classes. This year we added a money camp to teach youth about household budgeting. Swimming programs are offered at our two inner-city swimming pools and at the City Island Beach from Memorial Day to Labor Day. Pool #1 and Pool #2 are open from mid-June to early September.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0183 Recreation

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	91,500	Director	1	51,500
Salaries-BU	78,678	Sports/Special Programs	1	40,000
Salaries-Temp. Emp.	327,719	Coordinator		
Overtime	8,000			
Fringe Benefits	38,702			
TOTAL	544,599	Total Management	2	91,500
		Recreation Program Asst.	1	40,566
		Parks & Recreation Asst.	1	38,112
OPERATING EXPENSES		Total Bargaining Unit	2	78,678
Communications	9,650			
Professional Services	1,200			
Utilities	0	Temporary Employees		327,719
Insurance	0			
Rentals	17,500	Total Temporary Employees		327,719
Maintenance & Repairs	43,700			
Contracted Services	49,250			
Supplies	82,400	Overtime		8,000
Minor Capital Equipment	3,000			
		FICA		38,702
TOTAL	206,700	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
CAPITAL OUTLAY	0	Total Fringe Benefits		38,702
TOTAL APPROPRIATION	751,299	TOTAL	4	544,599

DEPARTMENT OF PARKS AND RECREATION

PROGRAM: Bureau of Recreation

OBJECTIVE: To plan, conduct, and manage year-round adult/children recreational programming.

2008 ACCOMPLISHMENTS:

Year-round, culturally diverse, recreational programming in 2007 contributed to the positive image, consistency, and credibility of the City's recreational activities. Greater participation resulted from increases in number and type of programs offered. Previously, more properties for use in outdoor and indoor programming were utilized. Field trips to petting zoos, museums, amusement parks, aquariums, and nature centers were added to the program to provide a well-rounded, educational experience for inner-city youth.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Swimming pool attendance ^a	53,200	57,000	25,520 ^c	55,000	55,000
Participants during summer programming	374,100	386,000	327,320	450,000	450,000
Participants during fall programming	26,175	28,000	86,050	60,000	60,000
Participants during winter/spring programming	102,700	105,000	93,250	110,000	110,000
Participants attending programs at Brownstone	11,500	13,780	5,000	5,000	5,000

Notes:

a Figures include City Island Beach.

b 2007 lay-offs effected staffing levels and resulted in reduction of programs offered

c Weather was inclement and affected attendance at pools

BUREAU OF PARKS MAINTENANCE

The Bureau of Parks Maintenance is directly responsible for the maintenance of twenty-seven parks and playgrounds, along with twenty open space parcels, two softball fields, one multi-sports complex, two swimming pools, and numerous basketball and tennis courts which total more than 450 acres of park land, as well as a 1,200 acre greenbelt, which travels the circumference of the City, linking many recreational facilities together. This bureau is also responsible for the landscaping and maintenance of the City's 4.5 mile riverfront embankment known as Riverfront Park. Other park maintenance duties include minor repair work; cleaning and painting of structures; trash removal on a bi-weekly basis; cleaning of storm drains in area parks; and landscaping and maintenance work associated with Italian Lake, City Island, Sunken Garden, Swenson Plaza, Reservoir Park, Riverfront Park, Kunkel Plaza, and eight traffic islands, as well as the maintenance of 50,000 shade trees within the City's corporate limits. Additionally, the Bureau assists with set-up and tear-down of all special events programs.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET

General Fund

0184 Parks Maintenance

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET ALLOCATION
Salaries-Mgmt	67,660	Director	1 67,660
Salaries-BU	472,440		
Overtime	23,480		
Fringe Benefits	43,115	Total Management	1 67,660
TOTAL	606,695		
OPERATING EXPENSES		Stadium Groundskeeper	1 44,618
		Construction Tradesman II	1 45,051
		Crew Leader IV	2 89,880
Communications	10,800	Landscape Specialist II	1 41,891
Professional Fees	0	Botanical Specialist I	1 38,257
Utilities	141,000	Motor Equipment Operator	1 34,742
Insurance	0	Tradesman I	2 74,532
Rentals	1,500	Gardener I	1 35,891
Maintenance & Repairs	68,000	Laborer III	2 67,578
Contracted Services	10,050		
Supplies	140,450		
Minor Capital Equipment	0	Total Bargaining Unit	12 472,440
TOTAL	371,800		
CAPITAL OUTLAY	0	Overtime	23,480
TOTAL APPROPRIATION	978,495	FICA	43,115
		Healthcare Benefits - Active	0
		Healthcare Benefits - Retirees	0
		Total Fringe Benefits	43,115
		TOTAL	13 606,695

DEPARTMENT OF PARKS AND RECREATION

PROGRAM: Bureau of Parks Maintenance

OBJECTIVE: To maintain all City parks, playgrounds, and open space areas.

2008 ACCOMPLISHMENTS:

Since a number of parks and playgrounds were rehabilitated, the amount of time spent on repairs decreased, which allowed staff to dedicate time to grooming existing and expanded facilities. The hiring of specialized staff increased productivity levels, while making Harrisburg's park system more attractive for visitors, residents, and tourists. During the off-season, Parks Maintenance staff concentrated their efforts on tree work in an effort to catch-up on backlog, and snow removal activities, as well as construction of picnic tables, park benches, and other park equipment, as needed.

In addition to routine maintenance activities and construction projects, the Bureau chipped up 1,000 christmas trees, and cleaned-up damaged facilities due to storms. In addition, 60 trees were planted on Arbor Day, Earth Day and during Greenbelt projects.

The Bureau repainted several offices within the City Government Center (Parks and Recreation, Police Bureau, Operations & Revenue, and Special Events), as well as assisted with snow removal, when needed.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Miscellaneous maintenance tasks performed	178	178	178	178	178
Acres maintained ^a	450	450	450	450	450
Trash and debris disposed of during summer months and festivals (tons)	272	290	310	320	320
Tree requests received (routine) ^b	312	350	202	450	450
Tree requests answered ^c	217	320	139	400	400

Notes:

- a Does not include natural areas within the 1,200 acre Capital Area Greenbelt Project, which will exceed 20.1 miles when completed.
- b Does not include calls resulting from storms.
- c Does not include the number of permits issued or the number of notices sent.

GENERAL EXPENSES

This group of accounts is used to reflect all expenses in the General Fund which are not directly related to any one particular departmental operation. Examples include specific personnel costs, such as pension plan contributions, employee severance pay, workers' compensation, loss/time medical payments, and other miscellaneous expenses, including telephone services, insurance(s), and various subsidies and grants to local units.

TRANSFERS TO OTHER FUNDS

This group of accounts is used to reflect transfers to other City funds and related entities, either to fund for payment of general obligation debt or to supplement operations.

EXPENDITURE ANALYSIS SUMMARY 2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
0188 GENERAL EXPENSES						
Personnel Services	754,729	1,573,401	687,215	10,287,015	9,443,877	9,853,000
Operating Expenses						
Communications	130,189	105,931	106,068	117,000	99,282	125,200
Professional Fees	123,045	789,507	539,113	279,148	91,100	80,000
Insurance	776,464	861,433	967,061	944,121	833,529	872,489
Contracted Services	147,638	81,168	89,986	94,425	74,705	91,800
Supplies	3,976	249	0	0	0	0
Minor Capital Equipment	2,361	0	0	0	0	0
Total Operating Expenses	1,183,674	1,838,288	1,702,227	1,434,694	1,098,616	1,169,489
Capital Outlay	0	0	702	1,000	927	580
Subsidies and Grants	456,142	320,464	403,955	413,005	413,005	427,402
Cash Over/Under	0	0	0	0	0	0
Uncollectible Accounts	0	1,893,700	0	0	0	0
Refund of Prior Year Revenue	0	0	1,136	0	0	0
Fines and Settlements	514,375	0	0	0	5,000	2,807,500
Payment of Prior Year Expenditures	0	0	0	0	0	0
E.M.S. Tax Eligible Expenses	0	0	0	0	0	0
Hotel Tax Proceeds	0	0	0	95,000	95,000	0
TRAN Costs	50,723	0	0	0	0	0
Repayment of Federal Grants Fund	0	0	0	0	0	0
Repayment of Workers' Comp. Fund	0	0	0	0	0	0
Audit Exceptions	0	0	0	0	0	0
Total General Expenses	<u>2,959,643</u>	<u>5,625,853</u>	<u>2,795,234</u>	<u>12,230,714</u>	<u>11,056,425</u>	<u>14,257,971</u>

0189 TRANSFERS TO OTHER FUNDS

Debt Service Fund	8,776,981	6,324,036	10,004,928	11,266,223	11,266,223	10,325,921
Emergency Reserve Fund	0	0	0	0	0	0
Total Transfers	<u>8,776,981</u>	<u>6,324,036</u>	<u>10,004,928</u>	<u>11,266,223</u>	<u>11,266,223</u>	<u>10,325,921</u>

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

General Fund

0188 General Expenses

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
WAGES/BENEFITS						
Salaries/Wages/Benefits	147,310	53,306	57,803	9,420,613	8,579,102	9,050,000
Early Retirement	0	0	0	0	0	0
Sick Leave Buy-Back	4,976	4,946	5,656	7,000	6,937	6,000
Severance Pay	232,786	753,192	386,369	382,402	632,402	500,000
Medicare	0	0	0	0	0	0
Unemployment Compensation	42,894	202,298	73,438	66,000	66,000	65,000
TOTAL WAGES/BENEFITS	427,966	1,013,743	523,265	9,876,015	9,284,441	9,621,000
WORKERS' COMPENSATION						
Workers' Compensation Adj. Fees	32,856	35,039	59,799	47,000	52,694	52,000
Loss Time & Medical	207,921	418,703	(6,750)	250,000	0	70,000
State Fees/Assessments	18,301	32,294	38,202	30,000	36,000	36,000
Excess Policy & Bond	76,076	73,623	72,698	84,000	70,742	74,000
Excess Policy/Other Recoveries	0	0	0	0	0	0
TOTAL WORKERS COMP.	335,153	559,658	163,950	411,000	159,436	232,000
PENSION CONTRIBUTIONS						
Police Pension	(8,391)	0	0	0	0	0
Fire Pension	0	0	0	0	0	0
Non-Unif. Pension	0	0	0	0	0	0
TOTAL PENSION CONTRIB.	(8,391)	0	0	0	0	0
TOTAL PERSONNEL SERVICES	754,729	1,573,401	687,215	10,287,015	9,443,877	9,853,000
COMMUNICATIONS						
Advertising	0	395	375	2,000	400	500
Printing & Report Binding	48	0	0	1,000	0	0
Telephone/Pagers	128,743	105,535	104,813	110,000	98,882	100,000
Email	0	0	0	0	0	24,200
Postage	1,399	1	880	4,000	0	500
TOTAL COMMUNICATIONS	130,189	105,931	106,068	117,000	99,282	125,200
PROFESSIONAL FEES						
Legal Fees	803	786,536	347,999	255,048	72,000	80,000
Consulting	107,229	2,971	16,500	20,000	15,000	0
Other	15,014	0	174,614	4,100	4,100	0
TOTAL PROFESSIONAL FEES	123,045	789,507	539,113	279,148	91,100	80,000

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

General Fund

0188 General Expenses

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
INSURANCE						
Stop Loss - Premium	232,952	293,009	374,249	479,000	377,870	388,000
Automobile - Premium	139,522	134,305	158,700	116,200	116,200	116,000
Automobile - Deductible	16,954	10,987	13,349	14,559	14,559	15,000
General Liability - Premium	162,417	149,436	169,773	131,000	131,000	172,867
General Liability - Deductible	38,697	94,520	75,023	45,911	45,911	46,000
Boiler & Machinery - Premium	0	0	0	0	0	0
Property & Crime - Premium	53,971	49,697	41,436	44,100	44,100	42,153
Property & Crime - Deductible	0	762	0	881	881	500
Inland Marine - Premium	36,587	40,553	42,436	15,200	15,200	14,483
Flood - Premium	13,092	15,812	17,997	18,270	18,270	18,270
Police Professional Liability - Premium	(1,038)	0	0	0	0	0
Police Professional Liability - Deductible	0	0	0	0	0	0
Public Official Liability - Premium	34,949	30,733	26,867	27,300	27,300	7,818
Public Official Liability - Deductible	3,401	307	1,714	15,000	5,538	5,000
Excess Liability - Premium	38,402	35,267	40,488	31,300	31,300	41,271
Terrorism - Premium	6,558	6,046	5,030	5,400	5,400	5,127
TOTAL INSURANCE	776,464	861,433	967,061	944,121	833,529	872,489
CONTRACTED SERVICES						
Maintenance Service Contract	21,733	35,163	32,312	37,700	30,000	46,200
Freight-Shipping	0	0	0	0	0	0
Bank Administration/Trustee Fees	4,216	2,058	4,178	4,300	4,300	4,300
Travel	0	7,273	86	225	0	0
Conference	0	495	0	0	0	0
Membership Dues	18,348	19,403	19,920	20,200	19,885	20,000
Catastrophic Event Disaster Recovery	5,412	8,214	8,214	11,000	8,214	8,300
Miscellaneous	82,646	849	17,192	10,000	4,306	5,000
Bank Service Charges	15,284	7,713	8,083	11,000	8,000	8,000
TOTAL CONTRACTED SERVICES	147,638	81,168	89,986	94,425	74,705	91,800
SUPPLIES & EXPENSES						
Subscriptions	0	0	0	0	0	0
Photography	0	0	0	0	0	0
Data Processing	0	249	0	0	0	0
Miscellaneous	3,976	0	0	0	0	0
TOTAL SUPPLIES & EXPENSES	3,976	249	0	0	0	0
MINOR CAPITAL EQUIPMENT						
Office Equipment	2,361	0	0	0	0	0
TOTAL MINOR CAPITAL EQUIPMENT	2,361	0	0	0	0	0
TOTAL OPERATING	1,183,674	1,838,288	1,702,227	1,434,694	1,098,616	1,169,489
CAPITAL OUTLAY						
Lease/Purchase Capital Equipment	0	0	702	1,000	927	580
Miscellaneous	0	0	0	0	0	0
TOTAL CAPITAL OUTLAY	0	0	702	1,000	927	580

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

General Fund

0188 General Expenses

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
SUBSIDIES & GRANTS						
Grants to Local Units	76,136	20,000	15,000	15,000	15,000	15,000
Dauphin County Library	50,000	50,000	50,000	50,000	50,000	50,000
Capital Area Transit	250,464	250,464	259,413	268,363	268,363	277,760
Downtown Improvement District (DID)	19,542	0	19,542	19,642	19,642	19,642
Harrisburg Regional Chamber	60,000	0	60,000	60,000	60,000	65,000
TOTAL SUBSIDIES & GRANTS	456,142	320,464	403,955	413,005	413,005	427,402
Cash Under/Over	0	0	0	0	0	0
Uncollectible Accounts	0	1,893,700	0	0	0	0
Refund of Prior Year Revenue	0	0	1,136	0	0	0
Fines and Settlements	514,375	0	0	0	5,000	2,807,500
Payment of Prior Year Expenditures	0	0	0	0	0	0
E.M.S. Tax Eligible Expenses	0	0	0	0	0	0
Hotel Tax Proceeds	0	0	0	95,000	95,000	0
TRAN Costs	50,723	0	0	0	0	0
Repayment of Federal Grants Fund	0	0	0	0	0	0
Repayment of Workers' Compensation Fund	0	0	0	0	0	0
Audit Exceptions	0	0	0	0	0	0
TOTAL GENERAL EXPENSES	2,959,643	5,625,853	2,795,234	12,230,714	11,056,425	14,257,971

STATE LIQUID FUELS TAX FUND

The State Liquid Fuels Tax Fund is funded by an annual Commonwealth of Pennsylvania State Liquid Fuels Tax allocation and investment income. This fund is used to account for state aid revenue used primarily for building, improving, and maintaining city roads and bridges in accordance with policies and procedures of the County Liquid Fuels Tax Act of 1931 and the Liquid Fuels Tax Act 655 of 1956 of the Commonwealth of Pennsylvania.

RESOURCE ALLOCATION 2010 BUDGET			
RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	1,272	MAINTENANCE	915,443
LIQUID FUELS TAX RECEIPTS	891,260		
FUND BALANCE APPROPRIATION	22,911		
TOTAL RESOURCES	<u>915,443</u>	TOTAL APPROPRIATION	<u>915,443</u>

STATE LIQUID FUELS TAX FUND
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	24,282	26,764	11,236	7,400	1,272	1,272
Liquid Fuels Tax Receipts	846,057	874,421	963,451	926,856	929,148	891,260
Road Turnback Program	0	0	0	0	0	0
TOTAL REVENUE	<u>870,339</u>	<u>901,185</u>	<u>974,687</u>	<u>934,256</u>	<u>930,420</u>	<u>892,532</u>
Fund Balance Appropriation	10,583	0	51,500	0	0	22,911
TOTAL RESOURCES	<u>880,922</u>	<u>901,185</u>	<u>1,026,187</u>	<u>934,256</u>	<u>930,420</u>	<u>915,443</u>
REVENUE ANALYSIS DETAIL						
Interest-Savings Account	1,087	469	11,009	400	41	41
Interest-Other	23,195	26,295	227	7,000	1,231	1,231
Liquid Fuels Tax Receipts	846,057	874,421	963,451	926,856	929,148	891,260
Road Turnback Program	0	0	0	0	0	0
TOTAL REVENUE	<u>870,339</u>	<u>901,185</u>	<u>974,687</u>	<u>934,256</u>	<u>930,420</u>	<u>892,532</u>
Fund Balance Appropriation	10,583	0	51,500	0	0	22,911
TOTAL RESOURCES	<u>880,922</u>	<u>901,185</u>	<u>1,026,187</u>	<u>934,256</u>	<u>930,420</u>	<u>915,443</u>
EXPENDITURE ANALYSIS SUMMARY						
Personnel Services	0	0	503,211	0	0	0
Operating Expenses	769,951	841,521	299,058	866,574	924,587	847,761
Capital Outlay	0	8,023	0	0	0	0
Transfers	64,063	64,672	62,662	67,682	65,618	67,682
TOTAL EXPENDITURES	<u>834,014</u>	<u>914,216</u>	<u>864,931</u>	<u>934,256</u>	<u>990,205</u>	<u>915,443</u>

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

Special Revenue Fund

2020 State Liquid Fuels

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	0			
Salaries-BU	0			
Overtime	0			
Fringe Benefits	0			
Miscellaneous	0	Total Management	<u>0</u>	<u>0</u>
TOTAL	<u>0</u>			
OPERATING EXPENSES				
Communications	0	Total Bargaining Unit	<u>0</u>	<u>0</u>
Professional Services	0			
Utilities	597,169			
Insurance	0	Overtime		<u>0</u>
Rentals	0			
Maintenance & Repairs	39,592	FICA		
Contracted Services	0	Healthcare Benefits - Active		
Supplies	211,000	Healthcare Benefits - Retirees		
Minor Capital Equipment	0			
TOTAL	<u>847,761</u>	Total Fringe Benefits		<u>0</u>
CAPITAL OUTLAY	0	Sick Leave Buy-Back		
		Severance Pay		
TRANSFERS	67,682	Unemployment Compensation		
		Workers' Compensation		
		Loss/Time Medical		
		State Fees		
TOTAL APPROPRIATION	<u>915,443</u>	Excess Policy & Bond		
		Non-Uniformed Pension		
		Total Miscellaneous		<u>0</u>
		TOTAL	<u>0</u>	<u>0</u>

COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG)

2009 - 2010 PROGRAM YEAR BUDGET SUMMARY, FY 2010

DEPARTMENT OF BUILDING AND HOUSING DEVELOPMENT

BUREAU OF HOUSING DEVELOPMENT

The Bureau of Housing carries out a variety of community and residential development activities to revitalize Harrisburg's neighborhoods. The Bureau is funded primarily by the Community Development Block Grant. The Bureau maximizes the use of federal, state, and local funds, as well as private resources in achieving its objectives. The Bureau's housing programs include the Home Improvement Program (assistance for low- and moderate-income homeowners), the Homeownership Opportunities Program (rehabilitation of vacant houses), the Homeownership Impact Loan Program (first-time homebuyer assistance), and the Section-8 Rental Rehabilitation Program (lead-paint hazard control). The Bureau seeks to stimulate private investment in City real estate through rehabilitation of vacant structures and disposition of vacant lots. The Bureau sponsors several programs designed to encourage community involvement in neighborhood improvement and beautification efforts. These include the Adopt-A-Lot Urban Gardening Program and the Adopt-A-Block Beautification Program.

The Bureau also promotes and facilitates private development of quality housing in Harrisburg's Neighborhoods. Ongoing projects include Capitol Heights, the Residences and Townhomes at Governor's Square, Marketplace Townhomes, and the Mt. Pleasant Apartments project. The Bureau works in cooperation with the Office of the City Engineer to implement major public infrastructure improvements in support of housing and community development. Prior to the actual development phase, staff works to assemble land and request proposals for new housing development initiatives. The Bureau works closely with developers to promote quality construction that will expand the City's tax base and grow its population.

Along with its relationships with private developers, the Bureau supports the housing development efforts of private non-profit agencies by providing federal, state, and local funds and/or properties to organizations such as Tri-County Housing Development Corporation, Wesley Union CDC, and Habitat for Humanity. The Bureau also directs Emergency Shelter Grant funds to agencies providing shelter and other assistance to homeless persons, including the YWCA, Shalom House, and Christian Churches United. The Bureau has provided funding for repairs or improvements to community facilities such as Camp Curtin YMCA, Hamilton Health Center, Mount Pleasant Hispanic American Center, etc. Bureau staff assists non-profits by providing technical guidance on project management, budgeting, and the numerous grant compliance issues such as eligibility of expenditures, procurement of contractors and services, affirmative action, and conflict of interest. The Bureau provides loans to for-profit developers of affordable rental housing, and scattered site rental rehabilitation projects.

The Bureau of Housing administers an aggressive Lead Paint Hazard Control Program to reduce lead paint hazards in the older homes of low and moderate-income owner-occupants. Under a cooperation agreement with the City, Pinnacle Health Childhood Lead Poisoning Prevention Center provides blood testing of children and lead paint testing in homes. The Bureau uses certified contractors who are qualified to carry out lead paint hazard control. This program is funded by a \$3 million, 42-month grant from the U.S. Department of HUD and a \$530,000, 42-month grant from the PA Department of Health. In 1999, the effort was expanded to include rental housing development sponsored by non-profit organizations. In 2001, the effort was again expanded to include rental housing leased by Section-8 tenants. The program received a national "Best Practices" Award from the U.S. Department of Housing and Urban Development.

The Housing Bureau provides all staff support for the Harrisburg Redevelopment Authority's (HRA) acquisition and disposition activities, most of which support City initiatives such as Homeownership Opportunities Program, Capitol Heights, Market Place, Governor's Square, and Mount Pleasant Apartments projects. The Bureau staff manages and maintains the majority of Redevelopment Authority properties prior to sale to developers or homeowners. The Bureau also participates in community based planning processes such as Consolidated Plan (for federal housing and community development grants), and the Continuum of Care, a strategy for addressing homelessness.

Harrisburg City Council
Ordinance
NO. 6 of Session 2009

Moved by LINDA D. THOMPSON – June 9, 2009

An Ordinance appropriating HOME Investment Partnerships Program (HOME) funds from The United States Department of Housing and Urban Development for Fiscal Year 2009 and authorizing expenditure of such funds.

NOW THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF HARRISBURG, AND IT IS HEREBY ENACTED BY AUTHORITY OF THE SAME, as follows:

SECTION 1. The City of Harrisburg’s 2005-2010 Consolidated Plan provides the City a comprehensive vision for the use of federal funds that encompasses a description of the needs related to affordable housing, infrastructure, fair housing, economic development and helping the homeless. Through a process of consultation with the community, the City has developed goals and objectives for addressing these needs. The Consolidated Plan charts a strategic course of action for revitalization and community development. Benchmarks for performance under the specific goals and objectives have been established by which the City and its citizens can track the performance of the programs established by the City.

The Consolidated Plan meets the application requirements of the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant program (CDBG), the HOME Investment Partnership Program (HOME) and the Emergency Shelter Grant Program (ESG). The City of Harrisburg is a formula grantee and receives funding each year in October for the new program year.

SECTION 2. HOME Investment Partnership Program (HOME) funds for Fiscal Year 2009 of \$628,317.00 and Program Income of \$25,000.00 shall be appropriated as noted below. Additionally, the cancellation of the Wesley Union Community Development Corporation – Wesley Garden Estates project funded in Fiscal Years 2004 and 2005 is included in the Fiscal Year 2009 appropriation. \$300,000.00 of HOME funds allocated to support this activity will be reallocated to the following activities: Tri County HDC – Homeownership Choice Project and Gaudenzia Foundation – DELTA Community Apartments.

<u>Activity</u>	<u>Appropriation</u>
TriCounty HDC - Capital Corridors SF Rehab	\$100,000.00
TriCounty HDC – Homeownership Choice	\$200,000.00
Home Improvement Program (HIP)	\$494,404.00
Gaudenzia Foundation’s DELTA Apartments	\$100,000.00
Grant Administration	\$58 913.00
Total HOME	\$953,317.00

SECTION 3. The Department of Building and Housing Development is authorized to submit the Annual Action Plan for the City's 2009-2010 allocation of Home Investment Partnerships Program funds for Fiscal Year 2009 to the appropriate agency in order to obtain HOME Investment Partnerships Program funds.

SECTION 4. DELEGATION.

Appropriate City officials are authorized to take such actions as are necessary to effectuate this ordinance.

SECTION 5. SEVERABILITY.

If any provision, sentence, clause, section or part of this ordinance or the application thereof to any person or circumstance is for any reason found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality or invalidity shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared as the intent of the Council of the City of Harrisburg that this Ordinance would have been adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part not been included herein.

SECTION 6. REPEALER.

All ordinances or parts of ordinances in conflict herewith are hereby repealed.

SECTION 7. EFFECTIVE DATE.

This Ordinance shall take effect in accordance with the law.

Seconded by: Daniel C. Miller

Passed by City Council: July 14, 2009

Signed by the Mayor: July 15, 2009

Harrisburg City Council
Ordinance
NO. 7 of Session 2009

Moved by LINDA D. THOMPSON – June 9, 2009

An Ordinance appropriating Emergency Shelter Grant Program funds from the United States Department of Housing and Urban Development for Fiscal Year 2009 and authorizing expenditure of such funds.

NOW THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF HARRISBURG, AND IT IS HEREBY ENACTED BY AUTHORITY OF THE SAME, as follows:

SECTION 1. The City of Harrisburg's 2005-2010 Consolidated Plan provides the City a comprehensive vision for the use of federal funds that encompasses a description of the needs related to affordable housing, infrastructure, fair housing, economic development and helping the homeless. Through a process of consultation with the community, the City has developed goals and objectives for addressing these needs. The Consolidated Plan charts a strategic course of action for revitalization and community development. Benchmarks for performance under the specific goals and objectives have been established by which the City and its citizens can track the performance of the programs established by the City.

The Consolidated Plan meets the application requirements of the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant program (CDBG), the HOME Investment Partnership Program (HOME) and the Emergency Shelter Grant Program (ESG). The City of Harrisburg is a formula grantee and receives funding each year in October for the new program year.

SECTION 2. Emergency Shelter Grant Program funds for Fiscal Year 2009 of \$91,700.00 shall be appropriated as follows:

<u>Activity</u>	<u>Appropriation</u>
Christian Churches United/H.E.L.P.	\$ 40,000.00
Shalom House Operations	\$ 28,400.00
YWCA of Greater Harrisburg	\$ 23,300.00
Total ESG	\$ 91,700.00

SECTION 3. The Department of Building and Housing Development is authorized to submit the Annual Action Plan for the City's 2009-2010 allocation of Emergency Shelter Grant funds for Fiscal Year 2009 to the appropriate agency in order to obtain Emergency Shelter Grant funds.

SECTION 4. DELEGATION.

Appropriate City officials are authorized to take such actions as are necessary to effectuate this Ordinance.

SECTION 5. SEVERABILITY.

If any provision, sentence, clause, section or part of this Ordinance or the application thereof to any person or circumstance is for any reason found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality or invalidity shall not affect or impair any of the remaining provisions, sentences, clauses, sections or parts of this Ordinance. It is hereby declared as the intent of the Council of the City of Harrisburg that this Ordinance would have been adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part not been included herein.

SECTION 6. REPEALER.

All ordinances or parts of ordinances in conflict herewith are hereby appealed.

SECTION 7. EFFECTIVE DATE.

This Ordinance shall take effect in accordance with the law.

Seconded by: Daniel C. Miller

Passed by City Council: July 14, 2009

Signed by the Mayor: July 15, 2009

Harrisburg City Council
Ordinance
NO. of 8 Session 2009

Moved by BRAD KOPLINSKI – June 9, 2009

An Ordinance appropriating Community Development Block Grant funds from the United States Department of Housing and Urban Development for Fiscal Year 2009 and authorizing expenditure of such funds.

NOW THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF HARRISBURG, AND IT IS HEREBY ENACTED BY AUTHORITY OF THE SAME, as follows:

SECTION 1. The City of Harrisburg’s 2005-2010 Consolidated Plan provides the City a comprehensive vision for the use of federal funds that encompasses a description of the needs related to affordable housing, infrastructure, fair housing, economic development and helping the homeless. Through a process of consultation with the community, the City has developed Goals and Objectives for addressing these needs. The Consolidated Plan charts a strategic course of action for revitalization and community development. Benchmarks for performance under the specific goals and objectives have been established by which the City and its Citizens can track the performance of the programs established by the City.

The Consolidated Plan meets the application requirements of the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant Program (CDBG), the HOME Investment Partnership Program (HOME) and the Emergency Shelter Grant Program (ESG). The City of Harrisburg is a formula grantee and receives funding each year in October for the new program year.

SECTION 2. Community Development Block Grant (CDBG) funds for Fiscal Year 2009 of \$2,082,165.00 and Program Income of \$350,000.00 shall be appropriated as noted below.

<u>Activity</u>	<u>Appropriation</u>
Debt Service	\$370,507.00
CDBG Administration and Indirect Costs	\$415,519.00
Homeownership Opportunities Program	\$772,801.00
HELP - Home Emergency and Lead Repair Program	\$110,000.00
Emergency Demolition	\$370,000.00
Blighted Property Acquisition	\$40,000.00
Habitat for Humanity - Home Repair	\$20,432.19
Habitat for Humanity – Rehab Program	\$35,432.19
Harrisburg Fair Housing Council	\$25,432.19
Rebuilding Together	\$20,432.19
Shalom House	\$20,648.28
Firm Foundation	\$20,000.00

Community Facility Improvements

Boys and Girls Club of Central Pa	\$110,648.28
Heinz-Menaker Senior Center	\$20,648.28
Hamilton Health Center, Inc.	\$75,432.20
Pride of the Neighborhood Academies	\$4,232.20
Total CDBG:	\$2,432,165.00

SECTION 3. The Department of Building and Housing Development is authorized to submit the Annual Action Plan for the City's 2009-2010 allocation of Community Development Block Grant funds for Fiscal Year 2009 to the appropriate agency in order to obtain Community Development Block Grant funds.

SECTION 4. Of the \$370,000.00 allocated for Emergency Demolition, City Council reserves \$100,000.00 of said funds for demolition of condemned structures specifically designated by City Council. By resolution, City Council will direct the Department of Building and Housing as to which structures are to be demolished.

SECTION 5. DELEGATION.

Appropriate City officials are authorized and directed to take such actions as are necessary to effectuate this Ordinance.

SECTION 6. SEVERABILITY.

If any provision, sentence, clause, section or part of this Ordinance or the application thereof

to any person or circumstances is for any reason found to be unconstitutional, illegal or invalid by a court of competent jurisdiction, such unconstitutionality, illegality or invalidity shall not affect or impair any of the remaining provisions, sentences, clauses, section or part of this Ordinance. It is hereby declared as the intent of the Council of the City of Harrisburg that this Ordinance would have been adopted had such unconstitutional, illegal or invalid provision, sentence, clause, section or part not been included herein.

SECTION 7. REPEALER.

All ordinances or parts of ordinances in conflict herewith be and the same are hereby repealed.

SECTION 8. EFFECTIVE DATE.

This Ordinance shall take effect in accordance with the law.

Seconded by: Daniel C. Miller

Passed by City Council: July 14, 2009

Signed by the Mayor: July 15, 2009

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources, principally transfers from the General Fund and State Liquid Fuels Tax Fund and proceeds from the sale or use of City assets, for the payment of general long-term obligation principal, interest, and related costs.

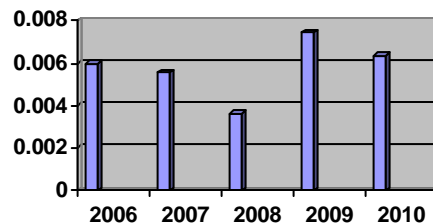
OVERVIEW

The City currently has eight debt issues outstanding of a general obligation nature. These issues are ultimately secured by the full faith, credit and taxing power of the City. They bear interest, payable semiannually or annually, at rates varying from 1.59% to 7.75%. The first three of these debt issues are insured and have an "Aaa" rating from Moody's and an "AAA" rating from Standard & Poor's. The following is a description of the debt issues currently outstanding and the projects they financed:

1. **1995 Federally Taxable General Obligation Bonds, Series A and B.** This \$35,734,416 issue was approved by City Council on December 5, 1995, to fund the City's unfunded actuarial accrued pension liability with deposits to the applicable City pension plans and for the payment of all costs and expenses related to the issuance of the Bonds. The Series A Bonds (\$33,394,416) and Series B Bonds (\$2,340,000), dated December 15, 1995, have 15-year and 11-year terms, respectively, and are being repaid by General Fund real estate taxes, pension system state aid, liquid fuels tax receipts, and user fees from the Sewer Utility Fund on a pro-rata share basis. The Series B bonds were paid off during 2006.
2. **1997 General Obligation Refunding Bonds, Series D.** This \$24,891,722 issue was approved by City Council on November 25, 1997, to advance refund the City's \$22,195,000 General Obligation Bonds, Series B-1 of 1997 in whole, to fund certain capital projects of the City, and to pay costs of issuance related to the Bonds. The B-1 Bonds were issued to retire the City's \$15,000,000 G.O. Note, Series A of 1995, issued to the Emmaus Bond Pool Program (EPIII); and to pay for the costs and expenses of a National Civil War Museum, certain street repaving and repairs, and certain parking facilities. The Series D Bonds have a term of 25 years and are being repaid from General Fund real estate taxes.
3. **1997 General Obligation Refunding Notes, Series F.** This \$26,632,303 issue was approved by City Council on November 25, 1997, to currently refund all of the City's \$25,000,000 General Obligation Bonds, Series 1995, which proceeds paid in full on March 1, 1995; the City's \$25,000,000 G.O. Note, Series A of 1992, issued to Emmaus General Authority Bond Pool Program (EPII); to pay for costs and expenses of a National Civil War Museum, certain street/alley repaving/reconstruction and other certain capital projects of the City and to pay costs of issuance related to the Notes. The Notes, dated December 1, 1997, have a term of 25 years and are being repaid from General Fund real estate taxes.
4. **2003 General Obligation Notes, Series A, B and C.** These notes, totaling \$627,800, were approved by City Council on June 10, 2003, for the purpose of providing funds to apply for and towards various transportation infrastructure improvement projects including the Hamilton Street Intersection Project at Sixth Street, the State Street Intersection Project at Reservoir Park, and the purchase and installation of energy-saving LED traffic signal lenses for approximately 24 intersections in the City. These Notes have a term of 10 years and are being repaid from General Fund real estate taxes.
5. **2006 Series A-2 Revenue Bonds.** These bonds, totaling \$9.0 million, were approved by City Council on November 29, 2004, for the purpose of renovating the City's Commerce Bank Park Stadium. Renovations to the stadium, which originally opened for the 1987 baseball season, were necessary for the Harrisburg Senators to have a baseball venue that meets professional baseball standards and the amenities now offered at almost all of the stadiums in the Class AA Eastern league of Professional baseball clubs, of which the Harrisburg Senators is a member. The project is expected to cost approximately \$42 million and the City has applied to the Commonwealth of Pennsylvania for a grant to offset the cost. The baseball team was sold to Senators Partners LLC during 2007. General Fund Real Estate Taxes, proceeds from the park permit revenue, and revenue from the new and improved stadium will be used to pay the debt service on the bonds.

6. **2006 Lease Revenue Bonds, Series of 2006.** On December 15, 2006, the Harrisburg Redevelopment Authority, on behalf of the City of Harrisburg, issued \$7.2 lease revenue bonds to finance the leasing of the McCormick Public Service Center from the City and then subleasing of the building back to the City. The proceeds from the issuance were turned over to the City and the City is responsible for the debt service. Harrisburg City Council has authorized the sale of certain artifacts to pay down the debt service on these bonds.
7. **2007 Capital Lease.** On October 19, 2007, the City entered into a capital lease agreement to purchase \$8,748,385 of equipment. Proceeds will be used to purchase: \$266,000 of vehicles for the Department of Building and Housing; \$1,050,000 of computer equipment for various departments; \$1,100,000 of vehicles for the Fire Bureau; \$2,135,000 of equipment for the Bureau of Neighborhood Services; \$470,000 of vehicles for Sanitation; \$40,000 of equipment for the Vehicle Management Center; \$500,000 of vehicles and equipment for the Water Bureau; \$1,277,685 of vehicles and equipment for the Department of Parks and Recreation; \$1,599,700 of vehicles for the Bureau of Police; and \$310,000 of miscellaneous city-wide equipment. The lease has a five-year term and is being repaid from real estate taxes.
8. **2008 General Obligation Note.** On March 26, 2008, the city received a \$2.4 million Pennsylvania infrastructure bank loan to finance the cost of resurfacing various streets throughout the City. The note is being repaid from General Revenues of the City.
9. The City also guarantees various debt issues of one of its component units, The Harrisburg Authority (THA). The Harrisburg Authority issued various bonds and notes to finance the renovation and upgrade of a Resource Recovery Facility that it has contracted with Covanta Energy to operate. During 2009, THA had to utilize certain debt service reserves in conjunction with the City's and Dauphin County's guarantee to make the required debt service payments. The City expects to have to exercise those obligations again during the 2010 fiscal year. The attached schedule on the following page details the specific debt issues and the monthly amounts needed to fund the payments and re-establish the reserves.

Debt Service Millages 2006-2010



2006	0.005997
2007	0.005584
2008	0.003623
2009	0.007439
2010	0.006375

DEBT MANAGEMENT

The City structures its debt service (principal, interest, and related costs) at a fixed level of expenditure by which to budget. Financing the debt somewhat evenly over the useful life of the project not only enables the cost to be spread equitably to all who benefit from the project, current and future, but also keeps expenditures relatively constant year after year.

Debt Service requirements, not otherwise provided for, are appropriated in the year in which they are due. As part of the annual tax levy ordinance, the City designates property tax millage sufficient to fund for the payment of debt service on general obligation indebtedness. As the chart indicates, for 2010, this levy is 6.375 mills, or \$0.6375 on each \$100.00 of assessed value. The City does not designate, nor is required to designate, additional millage to fund for future year debt service reserves.

For revenue bond indebtedness, current operating revenues (primarily utility user fees) are budgeted to fund the debt service requirement. Since the City operates the water and sewer systems, related revenue bond debt service is budgeted in each respective utility fund.

Historically, the City has only issued bonds for capital improvements (or refundings/refinancing related thereto) and notes for bond anticipation purposes. Short-term borrowing, such as lease/purchase contracts, is considered and occasionally utilized for financing capital equipment and rolling stock purchases when it is determined to be in the City's financial interest.

In recognition of the City's policy and procedures to provide continuing and improved financial disclosure to investors of City debt issues, the National Federation of Municipal Analysts granted its Award of Recognition to the City in 1993.

DEBT SERVICE FUND
RESOURCE ALLOCATION
2010 BUDGET

RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	2,000	DEBT SERVICE	11,942,814
RENTAL INCOME-COMMERCE PARK	597,210	DIRECT CITY GUARANTEE PAYMENTS	67,752,463
PROCEEDS FROM SALE/ LEASE OF ASSETS	68,702,464		
CITY GUARANTEE FEES	0		
TRANSFERS	10,393,603		
FUND BALANCE APPROPRIATION	0		
TOTAL RESOURCES	<u>79,695,277</u>	TOTAL APPROPRIATION	<u>79,695,277</u>

DEBT SERVICE AS A PERCENTAGE OF GENERAL EXPENDITURES

	2006 <u>Actual</u>	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Projected</u>	2010 <u>Proposed Budget</u>
Debt Service	8,841,044	9,287,555	9,287,555	12,013,715	79,695,277
General Expenditures*	57,354,485	55,604,081	60,868,748	63,873,545	64,710,369
Percentage	15.41%	16.70%	16.70%	18.81%	123.16%

* Includes General Fund expenditures plus transfers.

The above chart entitled "Debt Service as a Percentage of General Expenditures" compares total debt service paid out of the Debt Service Fund each of the last four years to General Fund expenditures and transfers over the same period of time.

DEBT SERVICE FUND
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
REVENUE ANALYSIS DETAIL						
Interest on Savings Account	2,153	12,312	12,312	2,100	2,100	2,000
Interest on Other Investments	16	17	17	0	0	0
Park Permit - Commerce Bank Park	0	0	0	535,710	535,710	535,710
Gain on Sale of Investments	0	0	0	0	0	0
Gain on Sale/Lease of Assets	0	4,305,207	4,305,207	0	0	68,702,464
Miscellaneous	0	0	0	0	0	0
City Guarantee Fees	0	500,000	500,000	0	0	0
Transfers-General Fund	8,776,981	6,324,036	6,324,036	11,266,223	11,266,223	10,325,921
Transfers-Capital Projects Fund	0	0	0	0	0	0
Transfers-State Liquid Fuels Tax Fund	64,063	64,672	64,672	67,682	67,682	67,682
Transfers-Sanitation Fund	0	0	0	0	0	0
Special Parking Fees-City Island	0	0	0	65,000	0	61,500
TOTAL REVENUE	8,843,213	11,206,243	11,206,243	11,936,715	11,871,715	79,695,277
Fund Balance Appropriation	0	0	0	77,000	77,000	
TOTAL RESOURCES	8,843,213	11,206,243	11,206,243	12,013,715	11,948,715	79,695,277

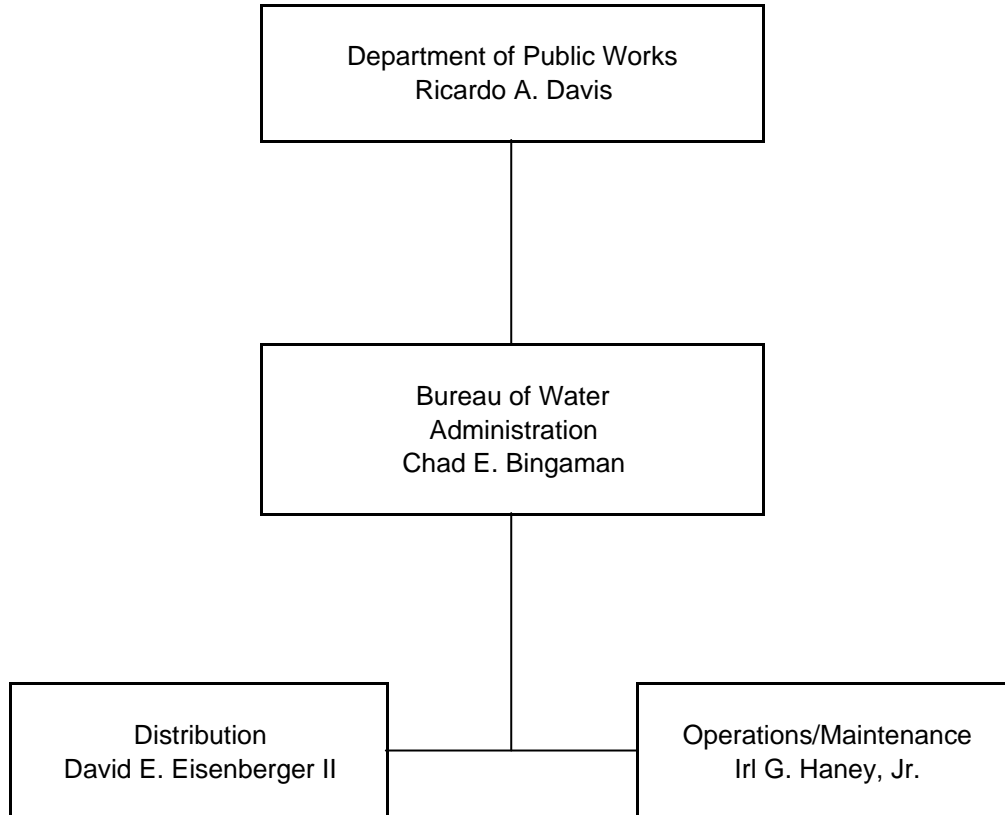
EXPENDITURE ANALYSIS DETAIL						
Principal Retirements	6,719,635	6,539,371	6,539,371	6,495,353	6,495,353	6,495,933
Interest Expense	2,121,409	2,748,185	2,748,185	2,479,651	2,479,651	2,492,622
Transfers to Authorities (HRA)	0	0	0	1,613,194	1,613,194	1,528,742
Guarantee Obligation Payments (THA)	0	0	0	0	0	67,752,463
Capitalized Lease Payments (P&I)	0	0	0	1,425,517	1,425,517	1,425,517
TOTAL EXPENDITURES	8,841,044	9,287,555	9,287,555	12,013,715	12,013,715	79,695,277

THE HARRISBURG AUTHORITY RESOURCE RECOVERY FACILITY GUARANTEED DEBT

ISSUE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<u>Debt Service Guarantees:</u>													
Guaranteed Resource Recovery Facility Revenue Bonds, Series A of 1998	-	280,085	-	-	-	-	-	320,085	-	-	-	-	600,170
Guaranteed Resource Recovery Facility Notes, Series A of 2002	-	-	-	425,282	-	-	-	-	-	1,215,282	-	-	1,640,564
Guaranteed Resource Recovery Bonds, Series A of 2003	-	647,263	-	-	-	-	-	647,262	-	-	-	-	1,294,525
Guaranteed Resource Recovery Notes, Series B of 2003	-	538,073	-	-	-	-	-	632,598	-	-	-	-	1,170,671
Guaranteed Resource Recovery Notes, Series C of 2003	-	607,125	-	-	-	-	-	607,125	-	-	-	-	1,214,250
Guaranteed Resource Recovery Bonds Series D 1 of 2003	-	-	-	-	1,637,653	-	-	-	-	-	-	1,637,652	3,275,305 *
Guaranteed Resource Recovery Bonds Series D 2 of 2003	-	-	-	-	1,911,000	-	-	-	-	-	-	1,911,000	3,822,000 *
Guaranteed Resource Recovery Bonds Series E of 2003	-	-	-	-	322,103	-	-	-	-	-	-	1,777,102	2,099,205 *
Guaranteed Resource Recovery Bonds Series F of 2003	-	-	-	-	314,745	-	-	-	-	-	-	1,714,745	2,029,490
Covanta Loans	637,500	-	637,500	-	-	637,500	-	-	637,500	-	-	-	2,550,000
Working Capital Loan of 2007	-	-	-	-	-	-	-	-	-	-	-	34,685,000	34,685,000 *
													\$ 54,381,180
<u>Replenishment of Debt Service Reserves</u>													
Guaranteed Resource Recovery Facility Notes, Series A of 2002 (Replenishment)	66,659	66,659	66,659	66,659	66,659	66,659	66,659	66,659	66,659	66,659	133,322	-	799,912
Guaranteed Resource Recovery Bonds/Notes DSRF Series A, B, C of 2003 (Replenishment)	149,364	149,364	149,364	149,364	149,364	149,364	149,364	746,832	-	-	-	-	1,792,380
Guaranteed Resource Recovery Bonds DSRF Series D, E, F of 2003 (Replenishment)	252,333	252,333	252,334	252,334	252,333	1,765,153	-	-	-	-	-	-	3,026,820 *
Guaranteed Resource Recovery Bonds Series D of 2003 (Replenishment)	223,954	223,954	223,954	223,954	223,954	223,954	223,954	223,954	223,954	223,954	223,954	223,956	2,687,450 *
Guaranteed Resource Recovery Bonds Series E of 2003 (Replenishment)	58,974	58,974	58,974	58,974	58,974	58,974	58,974	58,974	58,974	58,974	58,974	58,973	707,687 *
Guaranteed Resource Recovery Bonds Series E of 2003 (Reimbursement)	86,279	86,279	86,279	86,279	86,279	86,279	86,279	86,279	86,279	86,279	86,279	86,274	1,035,343 *
Guaranteed Resource Recovery Bonds Series F of 2003 (Replenishment)	140,403	140,403	140,403	140,403	140,403	140,403	140,403	140,403	140,403	140,403	140,403	140,402	1,684,835
DS 2003 CAP (Reimbursement)	47,436	47,436	47,436	47,436	47,436	47,436	47,436	47,436	47,436	47,436	47,436	47,436	569,232 *
DS 2003 SWAP (Reimbursement)	88,969	88,969	88,969	88,969	88,969	88,969	88,969	88,969	88,969	88,969	88,969	88,965	1,067,624 *
													\$ 13,371,283
													\$ 67,752,463

* Guaranteed By Both The City of Harrisburg and Dauphin County.

BUREAU OF WATER



WATER UTILITY FUND

The Bureau of Water manages and operates the Harrisburg Water System for The Harrisburg Authority under a management agreement which delineates the Bureau's responsibilities as follows: control of operations and maintenance; supervision of employees; contracting and purchasing of supplies and services; making recommendations to the Authority as to rates and charges, extensions, alterations, and improvement to the water system; and preparation and filing of reports. The Harrisburg Water System includes two water supplies, treatment facilities and a distribution system which serves approximately 66,000 people in the City of Harrisburg, Borough of Penbrook, Susquehanna, Swatara and Lower Paxton Townships.

The major revenue sources for this fund are metered water sales and all corresponding utility liens. The Bureau of Water consists of three divisions: Administration, which includes Water Quality and Metering; Distribution; and Operations/Maintenance.

RESOURCE ALLOCATION 2010 BUDGET			
RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	4,010	ADMINISTRATION	18,377,444
WATER SALES	22,332,646	DISTRIBUTION	1,388,116
METER/VALVE SALES & REPAIRS	550	OPERATIONS/MAINTENANCE	3,138,746
FEES	103,100		
OTHER REVENUE	464,000		
TRANSFER IN -THA	0		
TOTAL RESOURCES	<u>22,904,306</u>	TOTAL APPROPRIATIONS	<u>22,904,306</u>

WATER UTILITY FUND
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	16,713	20,647	7,014	8,220	1,751	4,010
Water Sales	15,549,113	17,350,171	17,876,870	17,912,000	16,818,847	22,332,646
Meter/Valve Sales & Repairs	419	469	57	370	114	550
Fees	134,589	128,925	100,063	89,150	111,186	103,100
Other Revenue	416,578	449,976	461,504	427,000	469,231	464,000
Transfers In - THA	0	0	0	0	1,000,000	0
TOTAL REVENUE	16,117,412	17,950,188	18,445,508	18,436,740	18,401,129	22,904,306
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	16,117,412	17,950,188	18,445,508	18,436,740	18,401,129	22,904,306

REVENUE ANALYSIS DETAIL

Interest-Savings Account	16,703	20,635	7,008	8,200	1,749	4,000
Interest-Other	10	12	6	20	2	10
Gain on Sale of Fixed Assets	0	0	0	0	0	0
Unmetered Water Sales (Q)	0	131,815	270,580	300,000	176,785	378,948
Unmetered Ready-to-Serve (Q)	0	30,145	58,579	56,000	58,796	58,000
Metered Water Sales	9,790,768	10,824,457	11,152,929	11,100,000	10,343,772	15,022,556
Ready-to-Serve	3,662,464	4,158,504	4,270,463	4,300,000	4,231,997	4,250,000
Sale of Water Meters	370	430	0	350	0	350
Sale of Water Parts	49	39	57	20	114	200
Fireline Charges	277,493	279,813	280,609	280,000	280,000	282,000
Sale of Conservation Devices	0	0	0	0	0	0
Other Operational Revenue	129,391	149,095	146,738	140,000	174,638	170,000
Water Tapping Fee	32,325	38,575	11,875	15,000	10,700	12,000
Water Service Initiation Fee	2,250	2,575	480	1,000	600	1,000
Water Restoration	99,893	87,745	87,658	73,000	99,886	90,000
Water Termination Fee	121	30	50	150	0	100
Water Shut Off Deposits	0	0	0	0	0	0
Water Sales Liens-Principal	218,183	157,228	144,546	160,000	56,125	100,000
Water Sales Liens-Interest	66,570	39,687	34,345	30,000	16,850	20,000
Metered Susq. Water Sales	1,416,491	1,568,389	1,501,345	1,520,000	1,488,568	2,047,716
Susquehanna Ready-to-Serve	394,636	439,947	444,083	446,000	445,954	455,426
Insurance Reimb for Loss	0	15,111	32,007	0	9,992	5,000
Refund of Expenditures	9,694	5,957	2,150	7,000	4,601	7,000
Transfers In - THA	0	0	0	0	1,000,000	0
TOTAL REVENUE	16,117,412	17,950,188	18,445,508	18,436,740	18,401,129	22,904,306
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	16,117,412	17,950,188	18,445,508	18,436,740	18,401,129	22,904,306

EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
WATER UTILITY FUND						
<u>0210 ADMINISTRATION</u>						
Personnel Services	299,505	394,146	395,459	450,042	412,407	397,110
Operating Expenses	4,031,951	4,361,688	4,477,350	4,557,324	4,612,835	4,576,496
Capital Outlay	230,942	130,122	117,528	186,032	186,032	227,466
Debt Service	7,591,003	8,169,638	0	8,902,462	9,199,563	13,176,372
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	12,153,402	13,055,594	4,990,337	14,095,861	14,410,837	18,377,444
<u>0220 DISTRIBUTION</u>						
Personnel Services	643,769	669,946	657,017	710,850	639,632	714,512
Operating Expenses	525,676	539,066	535,896	577,804	571,636	562,929
Capital Outlay	0	0	30,749	30,675	30,675	110,675
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	1,169,445	1,209,012	1,223,662	1,319,329	1,241,943	1,388,116
<u>0230 OPERATIONS/MAINTENANCE</u>						
Personnel Services	1,083,005	1,033,463	1,018,259	1,034,272	994,482	1,028,450
Operating Expenses	1,931,694	1,966,215	1,963,641	1,935,404	1,992,823	2,019,454
Capital Outlay	0	0	51,842	51,874	51,874	90,842
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	3,014,699	2,999,678	3,033,742	3,021,550	3,039,179	3,138,746
TOTAL WATER UTILITY FUND						
Personnel Services	2,026,279	2,097,556	2,070,735	2,195,164	2,046,521	2,140,072
Operating Expenses	6,489,321	6,866,969	6,976,887	7,070,532	7,177,294	7,158,879
Capital Outlay	230,942	130,122	200,119	268,581	268,581	428,983
Debt Service	7,591,003	8,169,638	0	8,902,462	9,199,563	13,176,372
Non-Expenditure Items	0	0	0	0	0	0
TOTAL EXPENDITURES	16,337,546	17,264,284	9,247,741	18,436,740	18,691,959	22,904,306

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
WATER UTILITY FUND						
Administration Division	7.33	6.33	6.33	6.33	6.33	5.83
Distribution Division	12.00	12.00	12.00	12.00	12.00	12.00
Operations/Maintenance Division	19.00	16.00	16.00	16.00	16.00	15.00
TOTAL POSITIONS	38.33	34.33	34.33	34.33	34.33	32.83

In 2006 the vacant Director position in the Administration Division is funded for the second half of 2006 there is also a loss of a Water Operator I position. The 2007 Approved Budget eliminates in Operations, the Operations Supervisor, Operator 1 Water and Electronics Technician positions were eliminated. In the 2008 Approved Budget, an Administrative Assistant was added to the Administration Division and two Water Operator positions were added to the Operations/Maintenance Division. In the 2009 Proposed Budget a Maintenance/Dehart Supervisor was added and a Watershead Superintendent and Administrative Assistant were deleted from the Administration Division. Two Water Operator I positions were deleted from Operations/Maintenance Division. In the 2010 Budget the Deputy City Solicitor was moved to the City Solicitor Office and fully funded out of that office. Also a vacant Operator I was eliminated.

BUREAU OF WATER
ADMINISTRATION DIVISION

The Administration Division oversees the operation of the Bureau and makes recommendations to The Harrisburg Authority (THA) as required. This division also serves as the first line of response in satisfying the needs of the customer. It serves a major role as a support mechanism to the other divisions of the Bureau of Water. The Administration Division also performs public relations activities such as presentations made to civic and school groups.

Water Quality Administrator is responsible for all monitoring and analysis in accordance with federal, state, and local drinking water regulations. Other duties include submitting reports to state and federal agencies; public relations concerning water quality, distribution, and water conservation; performing bacterial testing; and education.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
Utility Fund			0210 Administration	
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	197,052	Director	1	66,950
Salaries-BU	82,496	Maintenance/DeHart Super.	1	45,320
Overtime	0	Water Quality Administrator	1	47,380
Fringe Benefits	100,212	Current Planner	0.33	12,360
Miscellaneous	17,350	Computer Programmer III	0.50	25,042
		Total Management	3.83	197,052
TOTAL	397,110			
		Paralegal II	1	45,138
		Secretary II	1	37,358
OPERATING EXPENSES				
Communications	22,000	Total Bargaining Unit	2	82,496
Professional Services	55,000			
Utilities	0			
Insurance	117,521	Overtime		0
Rentals	0			
Maintenance & Repairs	55,200	FICA		21,609
Contracted Services	4,242,175	Healthcare Benefits - Active		73,973
Supplies	84,600	Healthcare Benefits - Retirees		4,630
Minor Capital Equipment	0			
		Total Fringe Benefits		100,212
TOTAL	4,576,496			
		Sick Leave Buy-Back		2,900
CAPITAL OUTLAY		227,466	Severance Pay	0
			Unemployment Compensation	6,750
DEBT SERVICE		13,176,372	Workers' Compensation	1,700
			Loss/Time Medical	1,000
NON-EXPENDITURE ITEMS		0	State Fees	1,300
			Excess Policy & Bond	3,700
			Non-Uniformed Pension	0
TOTAL APPROPRIATION	18,377,444			
		Total Miscellaneous		17,350
		TOTAL	5.83	397,110

BUREAU OF WATER

PROGRAM: Distribution/Metering Division - Maintenance

OBJECTIVE: To monitor water delivery to the Distribution System and to manage the Metering Program by which customers' water consumption is quantified. Clean tuberculated water mains to enhance water quality and fire flow.

2008 ACCOMPLISHMENTS:

Efforts continued to reconcile customer meter information and the Bureau of Water continued the data entry function necessary to keep current the meter data records. A major focus on gaining meter readings continued with the Enhanced Metering Program. As a result, undocumented meters were located and non-registering meters were identified. Revenue billings for water have reflected this effort.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Locates - New Meters	0	0	13	10	15
Meters - Missing ^b	55	50	113	125	130
Leaking Meters - Replaced	74	100	78	200	210
Non-Registering Meters - Replaced	190	250	109	130	150
Remote Meters - Repaired	370	100	649	1,000	1,000
Calibrated Meters	7	5	1	5	5
New Services ^c	26	20	13	10	10
Water Shutoffs - Vacant Building Leaking	36	100	69	125	150
Water Shutoffs - Leaking Services	15	50	33	40	45
Water Shutoffs - Shutoff Program ^d	1,743	1,500	1,649	1,890	1,900
Water Shutoffs - Vacant Coded Program	75	20	49	65	50
Water Turn On	1,036	700	874	1,058	1,150
Water Tap - Inspected	43	20	29	40	45
Water Tap - Cleaned	19	20	24	20	25
Water Tap - Installed	124	75	34	25	25
Hydrant Flow Tests	20	20	35	25	30
Reported Leak Investigations	199	200	330	700	750
Leak Notices Served	28	35	32	30	30
Final Leak Notices Served	20	25	27	25	25
Meter Readings - Attempted	267,043	268,000	273,614	275,800	280,000
Meter Readings - Obtained	254,892	255,000	258,605	260,000	265,000
Main Breaks - Repaired	23	35	25	20	25
Hydrants - Replaced	30	10	7	15	20
Hydrants - Repaired	83	50	70	45	50
Valves - Replaced	0	0	0	0	2
Valves - Repaired	1	5	1	0	2
Locates - Completed	8,714	9,000	9,108	8,685	9,000
Valve Box - Repairs	4	8	15	25	30
Distribution Line Managed (miles) ^e	250	250	250	250	250
Hydrants Flushed	1,600	1,600	1,600	1,600	1,600
Hydrants Painted	25	30	30	100	200
Water Main Replaced/Installed (feet) ^e	0	10	10	2,000	15

Notes:

- a Now considered with PA - 1 calls and combined under Locates completed.
- b Meters found to be missing from residential and commercial properties.
- c Related to new construction.
- d Includes water shut off program, vacant properties, leaks, and demolitions.
- e The Bureau of Water and The Harrisburg Authority continue with construction projects.

BUREAU OF WATER
DISTRIBUTION DIVISION

The Distribution Division is responsible for monitoring and maintaining over 250 miles of water transmission and distribution piping, which involve the repair and replacement of water mains, valves, fire hydrants, water meters, and appurtenances. The division also completes all Pennsylvania One-Calls for water and sewer locations, and is responsible for reading all meters within the system. This division initiated the Enhanced Metering Program, which enables all meters within the system to be read on a monthly basis. This division is also responsible for maintaining records on meters and service lines within the system; performing all taps; leak detection; responding to and investigating customer billing disputes and enforcing applicable sections of the Codified Ordinances of the City of Harrisburg, and the rules and regulations of The Harrisburg Authority.

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

Utility Fund

0220 Distribution

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	58,000	Distribution Superintendent	1	58,000
Salaries-BU	449,115			
Overtime	13,160	Total Management	1	58,000
Fringe Benefits	194,237			
TOTAL	714,512			
		Service Person IV	4	179,871
		Service Person III	2	84,608
		Water Meter Reader II	1	39,713
OPERATING EXPENSES		Secretary II	1	37,266
		Laborer III	2	70,391
Communications	2,250	Service Person I	1	37,266
Professional Services	0	Total Bargaining Unit	11	449,115
Utilities	0			
Insurance	0			
Rentals	2,000	Overtime		13,160
Maintenance & Repairs	15,000			
Contracted Services	417,629	FICA		39,801
Supplies	126,050	Healthcare Benefits - Active		154,436
Minor Capital Equipment	0	Healthcare Benefits - Retirees		0
TOTAL	562,929	Total Fringe Benefits		194,237
CAPITAL OUTLAY	110,675			
		TOTAL	12	714,512
NON-EXPENDITURE ITEMS	0			
TOTAL APPROPRIATION	1,388,116			

BUREAU OF WATER

PROGRAM: Distribution/Metering Division - Maintenance

OBJECTIVE: To monitor water delivery to the Distribution System and to manage the Metering Program by which customers' water consumption is quantified. Clean tuberculated water mains to enhance water quality and fire flow.

2008 ACCOMPLISHMENTS:

Efforts continued to reconcile customer meter information and the Bureau of Water continued the data entry function necessary to keep current the meter data records. A major focus on gaining meter readings continued with the Enhanced Metering Program. As a result, undocumented meters were located and non-registering meters were identified. Revenue billings for water have reflected this effort.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2006	FY2007	FY2008	FY2009	FY2010
Locates - New Meters	0	0	13	10	15
Meters - Missing ^b	55	50	113	125	130
Leaking Meters - Replaced	74	100	78	200	210
Non-Registering Meters - Replaced	190	250	109	130	150
Remote Meters - Repaired	370	100	649	1,000	1,000
Calibrated Meters	7	5	1	5	5
New Services ^c	26	20	13	10	10
Water Shutoffs - Vacant Building Leaking	36	100	69	125	150
Water Shutoffs - Leaking Services	15	50	33	40	45
Water Shutoffs - Shutoff Program ^d	1,743	1,500	1,649	1,890	1,900
Water Shutoffs - Vacant Coded Program	75	20	49	65	50
Water Turn On	1,036	700	874	1,058	1,150
Water Tap - Inspected	43	20	29	40	45
Water Tap - Cleaned	19	20	24	20	25
Water Tap - Installed	124	75	34	25	25
Hydrant Flow Tests	20	20	35	25	30
Reported Leak Investigations	199	200	330	700	750
Leak Notices Served	28	35	32	30	30
Final Leak Notices Served	20	25	27	25	25
Meter Readings - Attempted	267,043	268,000	273,614	275,800	280,000
Meter Readings - Obtained	254,892	255,000	258,605	260,000	265,000
Main Breaks - Repaired	23	35	25	20	25
Hydrants - Replaced	30	10	7	15	20
Hydrants - Repaired	83	50	70	45	50
Valves - Replaced	0	0	0	0	2
Valves - Repaired	1	5	1	0	2
Locates - Completed	8,714	9,000	9,108	8,685	9,000
Valve Box - Repairs	4	8	15	25	30
Distribution Line Managed (miles) ^e	250	250	250	250	250
Hydrants Flushed	1,600	1,600	1,600	1,600	1,600
Hydrants Painted	25	30	30	100	200
Water Main Replaced/Installed (feet) ^e	0	10	10	2,000	15

Notes:

- a Now considered with PA - 1 calls and combined under Locates completed.
- b Meters found to be missing from residential and commercial properties.
- c Related to new construction.
- d Includes water shut off program, vacant properties, leaks, and demolitions.
- e The Bureau of Water and The Harrisburg Authority continue with construction projects.

BUREAU OF WATER
OPERATIONS/MAINTENANCE DIVISION

The Operations/Maintenance Division operates the DeHart Dam facilities, Susquehanna River Intake and Pump Station, Dr. Robert E. Young Water Services Center, Finished Water Storage Facilities, Pumping Station at Reservoir Park and Union Square Booster Station. This division patrols the DeHart watershed, monitors water quality in Clarks Creek and DeHart Reservoir, and is responsible for the maintenance and upkeep of all bureau facilities and appurtenances.

EXPENDITURE ANALYSIS DETAIL				
2010 BUDGET				
Utility Fund		0230 Operations/Maintenance		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	48,352	Oper. /Maint. Superintendent	1	48,352
Salaries-BU	623,423			
Overtime	104,190	Total Management	1	48,352
Fringe Benefits	252,485			
TOTAL	1,028,450			
		Electrician III	1	45,051
		Maintenance Specialist IV	3	135,042
OPERATING EXPENSES		Operator III	8	358,826
		Maintenance Specialist III	1	42,304
Communications	1,725	Operator II	1	42,200
Professional Services	6,000			
Utilities	610,500	Total Bargaining Unit	14	623,423
Insurance	0			
Rentals	350			
Maintenance & Repairs	45,600	Overtime		104,190
Contracted Services	1,006,129			
Supplies	349,150	FICA		59,361
Minor Capital Equipment	0	Healthcare Benefits - Active		193,124
		Healthcare Benefits - Retirees		0
TOTAL	2,019,454	Total Fringe Benefits		252,485
CAPITAL OUTLAY	90,842			
		TOTAL	15	1,028,450
TOTAL APPROPRIATION	3,138,746			

BUREAU OF WATER

PROGRAM: Operations/Maintenance Division - Water Filtration

OBJECTIVE: To provide and treat an average quantity of nine million gallons of water daily and to ensure the water supplied is a high quality, low cost drinking water, meeting or exceeding all United States Environmental Protection Agency (EPA) requirements under the Safe Drinking Water Act.

2008 ACCOMPLISHMENTS:

Operated the water treatment facility to meet all system demands on a day-to-day basis in accordance with Pennsylvania Department of Environmental Protection (DEP) requirements.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Hydrated Lime used for pH control (tons)	62.1	66.7	53.7	53.5	54.0
Caustic Soda used for pH control (tons)	0.2	5.2	5.7	6.2	5.5
Sodium Silicofluoride for control of dental disease (tons)	14.6	14.8	17.3	17.8	17.5
Alum used for coagulation (tons)	146	156	155	158	157
Polyphosphate used for corrosion control (tons)	47.4	43.0	51.7	53.3	52.0
Soda Ash used for pH control (tons)	121.7	110.7	112.4	111.6	113.0
Chlorine for Disinfection (tons)	30.5	34.0	32.2	33.0	33.0
Millions of gallons of water purified and processed for distribution	3,036	3,128	2,963	2,978	3,000
Water withdrawn from DeHart Reservoir (millions of gallons)	3,158	3,218	3,063	3,139	3,100

PROGRAM: Operations/Maintenance Division - DeHart

OBJECTIVE: To maintain the six billion gallon DeHart Dam Reservoir and Watershed area; providing an average of nine million gallons of water per day to the Treatment Plant. In addition, to monitor DeHart Reservoir and Clarks Creek in an effort to predict water qual

2008 ACCOMPLISHMENTS:

The operation of DeHart Dam has been focused on the preparation of a Watershed and Reservoir Management Plan to provide source water protection. The preparation of this plan has been proceeding by the continuance of a stream and reservoir-monitoring prog

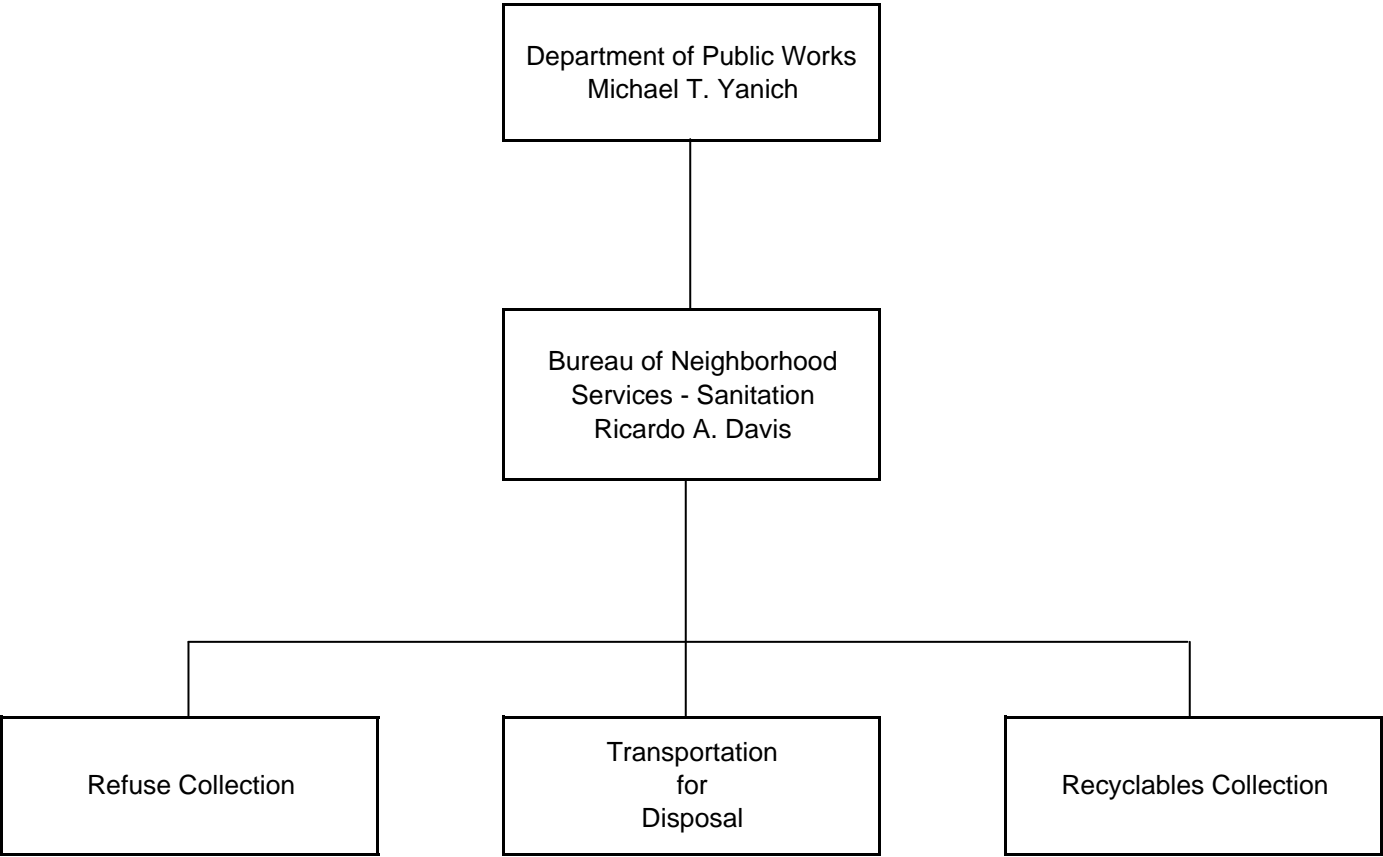
MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Samples of unfiltered surface water monitored (pH)	81	50	72	94	144
Reservoir shoreline managed (linear miles)	9	9	9	9	9
Feeder streams flowing into watershed	23	23	23	23	23
Weir Readings, U.S.G.S. in number of days	365	365	365	365	365
Reservoir Monitoring Stations	4	4	4	4	4
Stream Monitoring Stations	8	8	9	9	9
Toe drain weir measurements	44	21	44	41	52
Bypass weir measurements	365	365	365	365	365
Clarks Creek flow studies	0 ^a	0 ^a	0 ^a	0 ^a	0
Days DeHart Dam height is recorded	365	365	365	365	365

Notes:

^a No flow studies were done in 2004 - 2008 due to a lack of trained personnel in the procedure. Training will occur in 2009.

BUREAU OF NEIGHBORHOOD SERVICES - SANITATION



SANITATION UTILITY FUND

2010 BUDGET

RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	10,700	BUREAU OF NEIGHBORHOOD SERVICES - SANITATION	4,409,700
GARBAGE/REFUSE COLLECTION	4,299,000		
STATE GRANTS	90,000		
OTHER REVENUE	10,000		
FUND BALANCE APPROPRIATION	0		
TOTAL RESOURCES	<u>4,409,700</u>	TOTAL APPROPRIATION	<u>4,409,700</u>

SANITATION UTILITY FUND
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	10,761	27,987	9,947	10,700	3,280	10,700
Garbage/Refuse Collection	4,021,415	4,122,942	4,188,834	4,161,000	4,157,833	4,299,000
State Grants	86,856	104,607	137,294	90,000	139,083	90,000
Other Revenue	4,251	1,135	33,261	40,000	7,334	10,000
TOTAL REVENUE	4,123,284	4,256,671	4,369,336	4,301,700	4,307,530	4,409,700
Fund Balance Appropriation	63,151	0	0	0	0	0
TOTAL RESOURCES	4,186,435	4,256,671	4,369,336	4,301,700	4,307,530	4,409,700

REVENUE ANALYSIS DETAIL						
Interest-Savings Account	9,900	15,643	5,397	6,000	2,062	6,000
Interest-Other	862	844	4,550	4,700	1,218	4,700
Gain on Sale of Assets	0	11,500	0	0	0	0
Garbage/Refuse Collection	3,921,337	4,085,368	4,141,516	4,062,000	4,138,698	4,200,000
Other Operational Revenue	2,380	1,135	33,261	40,000	7,334	10,000
Sanitation Liens-Principal	77,292	26,978	37,750	77,000	15,035	77,000
Sanitation Liens-Interest	22,787	10,596	9,568	22,000	4,100	22,000
Refund of Expenditures	1,871	0	0	0	0	0
State Grants	86,856	104,607	137,294	90,000	139,083	90,000
TOTAL REVENUE	4,123,284	4,256,671	4,369,336	4,301,700	4,307,530	4,409,700
Fund Balance Appropriation	63,151	0	0	0	0	0
TOTAL RESOURCES	4,186,435	4,256,671	4,369,336	4,301,700	4,307,530	4,409,700

EXPENDITURE ANALYSIS SUMMARY						
Personnel Services	\$ 1,244,469	\$ 1,368,040	\$ 1,318,184	\$ 1,560,081	\$ 1,398,967	\$ 1,499,655
Operating Expenses	1,347,395	1,328,057	1,288,283	1,370,615	1,367,747	1,425,890
Capital Outlay	175,412	148,192	226,004	100,180	100,180	165,952
Debt Service	0	0	0	0	0	0
Grants	0	0	0	22,500	22,500	22,500
Transfers	1,013,519	1,366,615	1,411,337	1,248,324	1,418,136	1,295,703
Non-Expenditure Items	0	0	0	0	0	0
TOTAL EXPENDITURES	\$ 3,780,795	\$ 4,210,904	\$ 4,243,808	\$ 4,301,700	\$ 4,307,530	\$ 4,409,700

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
SANITATION UTILITY FUND						
Neighborhood Services -Sanitation	27.50	23.50	23.50	28.50	28.50	26.50
TOTAL POSITIONS	27.50	23.50	23.50	28.50	28.50	26.50

The 2006 Approved Budget creates an additional Laborer position. In the 2007 Approved Budget the following four positions were eliminated: Assistant Director, two Labor III positions and a Part-time clerk typist. In 2008 four Motor Equipment Operator positions as well as a Secretary I position were added to the 2008 Approved Budget. In 2009 Two Laborer III were added. The Deputy Director of Public Works and the Secretary I position were eliminated. The 2010 Budget brings the elimination of two vacant positions, which are a Laborer III and a Motor Equipment Operator.

BUREAU OF NEIGHBORHOOD SERVICES - SANITATION

The Bureau of Neighborhood Services - Sanitation is responsible for weekly refuse collection, recyclables collection, and transportation of both to the Harrisburg Resources Recovery Facility. Residential customers are provided weekly service while commercial accounts are collected up to seven times weekly. In addition, the Bureau empties 250 sidewalk receptacles weekly. Special collections and neighborhood non-bulk collections are provided on a call-in basis in addition to regular weekly services.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
Utility Fund		2710 Neighborhood Services - Sanitation		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	30,900	Deputy Director	0.50	30,900
Salaries-BU	869,811			
Overtime	43,736	Total Management	<u>0.50</u>	<u>30,900</u>
Fringe Benefits	448,108			
Miscellaneous	107,100	Motor Equipment Operator	14	473,945
		Laborer III	12	395,866
TOTAL	<u>1,499,655</u>	Total Bargaining Unit	<u>26</u>	<u>869,811</u>
OPERATING EXPENSES		Overtime		<u>43,736</u>
Communications	2,900	FICA		72,718
Professional Services	5,550	Healthcare Benefits - Active		341,586
Utilities	4,865	Healthcare Benefits - Retirees		33,804
Insurance	59,250			
Rentals	2,000	Total Fringe Benefits		<u>448,108</u>
Maintenance & Repairs	151,200			
Contracted Services	988,875	Sick Leave Buy-Back		600
Supplies	211,250	Severance Pay		5,500
Minor Capital Equipment	0	Unemployment Compensation		11,500
		Workers' Compensation		4,000
TOTAL	<u>1,425,890</u>	Loss/Time Medical		80,000
CAPITAL OUTLAY	165,952	State Fees		2,500
DEBT SERVICE	0	Excess Policy & Bond		3,000
		Non-Uniformed Pension		0
GRANTS	22,500	Total Miscellaneous		<u>107,100</u>
TRANSFERS	1,295,703	TOTAL	<u><u>26.50</u></u>	<u><u>1,499,655</u></u>
NON-EXPENDITURE ITEMS	0			
TOTAL APPROPRIATION	<u><u>4,409,700</u></u>			

BUREAU OF NEIGHBORHOOD SERVICES - SANITATION

PROGRAM: Bureau of Neighborhood Services - Sanitation

OBJECTIVE: To collect and dispose of trash for residential and commercial customers, including the collection and separation of recyclable goods.

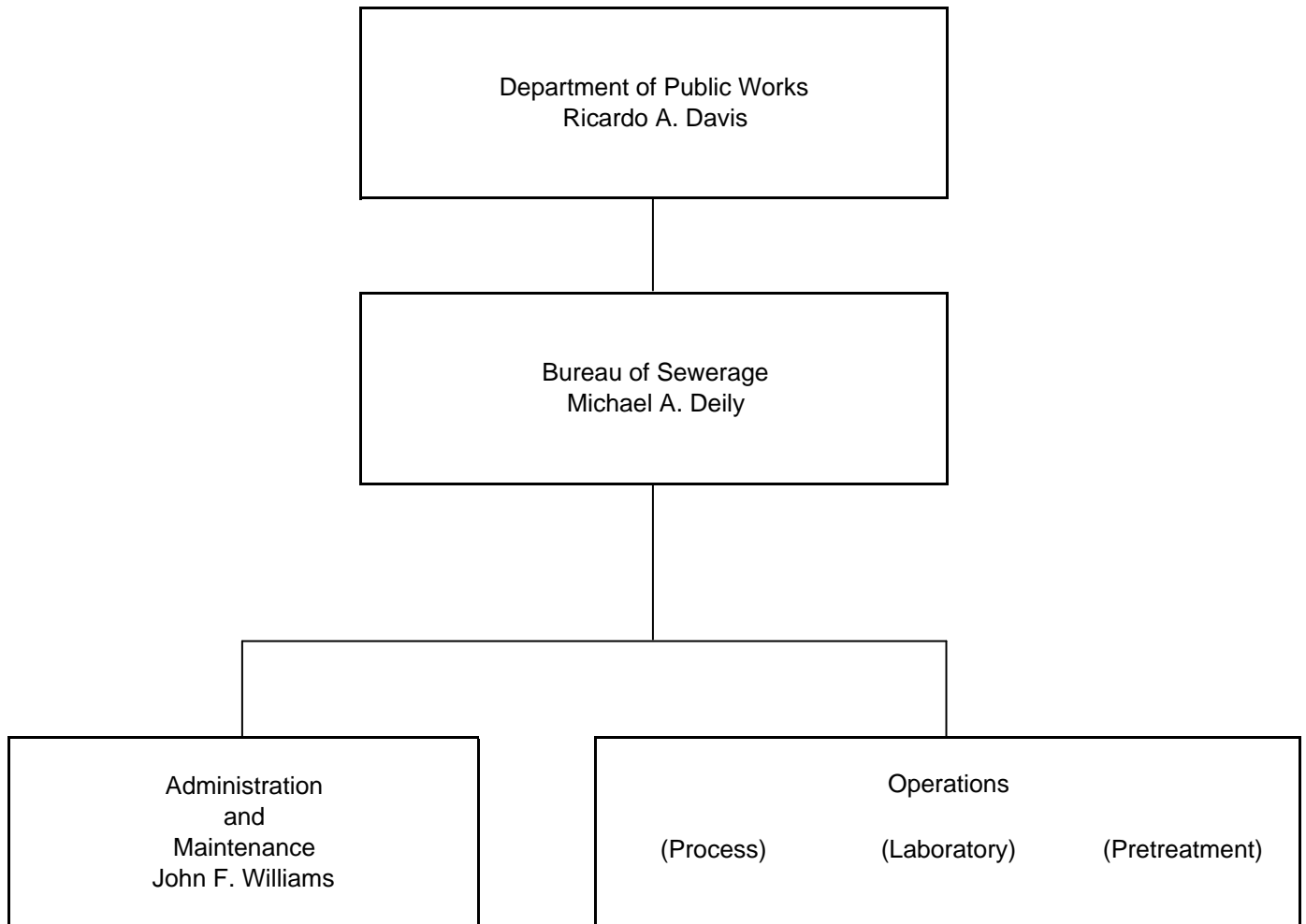
2008 ACCOMPLISHMENTS:

The Bureau operated 10 trash collection routes. Assistance was provided to various neighborhood watch groups for individual clean-ups

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	FY2005	FY2006	FY2007	FY2008	FY2009
Trash collected (tons)	2,944	30,421	30,200	30,400	30,800
Recyclable items collected (tons)	1,692	1,688	1,700	1,700	1,700

BUREAU OF SEWERAGE



SEWERAGE UTILITY FUND
RESOURCE ALLOCATION
2010 BUDGET

RESOURCES		APPROPRIATIONS	
INVESTMENT INCOME	24,024	ADMINISTRATION	7,986,513
CONVEY./TREATMENT REVENUE	5,272,672	OPERATIONS	6,596,833
COLLECTION SYSTEM REVENUE	1,189,902	MAINTENANCE	1,399,054
SALES TO PUBLIC AUTHORITIES	7,807,130	FIELD MAINTENANCE	919,641
SLUDGE HANDLING CHARGES	600,000		
ELECTRICITY SALES	160,000		
STATE SUBSIDY	0		
OTHER REVENUE	89,695		
TRANSFERS IN - THA	1,758,618		
FUND BALANCE APPROPRIATION	0		
TOTAL RESOURCES	<u>16,902,041</u>	TOTAL APPROPRIATIONS	<u>16,902,041</u>

SEWERAGE UTILITY FUND
2010 BUDGET

Account Name	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
REVENUE ANALYSIS SUMMARY						
Investment Income	34,438	44,379	43,982	45,698	23,923	24,024
Conveyance/Treatment Revenue	4,473,905	5,008,440	5,404,723	5,770,900	5,130,303	5,272,672
Collection System Revenue	917,492	890,553	963,153	1,029,300	921,162	1,189,902
Sales to Public Authorities	6,941,653	7,197,545	8,215,086	7,820,400	7,619,462	7,807,130
Sludge Handling Charges	358,320	514,688	593,316	400,000	599,183	600,000
Electricity Sales	112,218	82,758	102,960	110,000	161,568	160,000
Reimb. Loss/Damage Assets	0	0	12,569	0	0	0
State Subsidy	0	0	0	0	0	0
Other Revenue	284,001	167,478	156,393	289,100	94,933	89,695
Transfers In-THA	0	0	0	0	348,035	1,758,618
TOTAL REVENUE	13,122,028	13,905,841	15,492,182	15,465,398	14,550,534	16,902,041
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	13,122,028	13,905,841	15,492,182	15,465,398	14,550,534	16,902,041

REVENUE ANALYSIS DETAIL

Interest-Savings Account	2,562	4,274	4	98	0	100
Interest-Savings-Convey./Trtmt.	26,129	33,331	13,937	15,500	2,119	2,120
Interest-Savings-Collect. System	5,201	6,636	2,770	3,100	422	422
Interest-Other-Convey./Trtmt.	458	116	22,744	22,500	17,833	17,833
Interest-Other-Collect. System	89	21	4,527	4,500	3,549	3,549
Sale of Assets	200	0	0	0	0	0
Meter/Tap Valves	50	0	0	0	0	0
Conveyance/Treatment Revenue	4,473,905	5,008,440	5,404,723	5,770,900	5,130,303	5,272,672
Collection System Revenue	917,492	890,553	963,153	1,029,300	921,162	1,189,902
Sale of Scrap	320	388	899	300	432	400
Sales to Public Authorities	6,941,653	7,197,545	8,215,086	7,820,400	7,619,462	7,807,130
Sludge Handling Charges	358,320	514,688	593,316	400,000	599,183	600,000
Sale of Electricity	112,218	82,758	102,960	110,000	161,568	160,000
Lab Analysis Fees	41,302	50,654	1,850	42,000	52,206	45,000
Industrial Waste Fees	6,500	8,265	7,700	9,900	7,800	9,800
Liens-Principal-Convey./Trtmt.	130,005	72,920	29,212	130,000	19,899	19,899
Liens-Interest-Convey./Trtmt.	34,886	15,973	20,372	34,000	7,772	7,772
Liens-Principal-Collect. System	19,984	14,765	62,381	19,000	3,961	3,961
Liens-Interest-Collect. System	3,930	3,179	17,850	3,900	1,547	1,547
Reimburse Loss/Damage Assets	0	0	12,569	0	0	0
Refund of Expenditures	46,824	0	3,560	50,000	1,316	1,316
State Subsidy	0	0	0	0	0	0
Miscellaneous	0	1,333	0	0	0	0
Transfers In-THA	0	0	0	0	348,035	1,758,618
TOTAL REVENUE	13,122,028	13,905,841	15,479,613	15,465,398	14,898,569	16,902,041
Fund Balance Appropriation	0	0	0	0	0	0
TOTAL RESOURCES	13,122,028	13,905,841	15,479,613	15,465,398	14,898,569	16,902,041

EXPENDITURE ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Projected Budget
SEWERAGE						
<u>2910 Administration Division</u>						
Personnel Services	540,812	552,780	415,225	470,233	435,542	420,127
Operating Expenses	2,727,954	2,825,593	3,264,334	3,511,309	3,449,799	3,547,895
Capital Outlay	0	0	0	0	0	0
Debt Service	2,258,129	2,261,086	2,195,114	2,279,269	2,279,269	4,018,491
Non-Expenditure Items	0	0	0	0	10,000	0
TOTALS	5,526,896	5,639,459	5,874,673	6,260,811	6,174,610	7,986,513
<u>2920 Operations Division</u>						
Personnel Services	1,120,250	1,224,589	1,195,378	1,258,176	1,147,891	1,308,606
Operating Expenses	4,414,079	4,428,142	4,687,584	5,548,131	5,349,736	5,288,227
Capital Outlay	26,420	26,614	0	0	0	0
Non-Expenditure Items	0	0	0	0	0	0
TOTALS	5,560,750	5,679,345	5,882,962	6,806,307	6,497,627	6,596,833
<u>2930 Maintenance Division</u>						
Personnel Services	453,085	488,521	536,241	507,816	473,697	534,521
Operating Expenses	706,852	747,362	800,364	907,547	882,729	864,533
Capital Outlay	19,547	19,396	0	0	0	0
TOTALS	1,179,484	1,255,278	1,336,605	1,415,363	1,356,426	1,399,054
<u>2940 Field Maintenance Division</u>						
Personnel Services	267,855	288,494	277,729	302,273	236,753	256,957
Operating Expenses	551,494	554,061	644,788	680,644	633,152	662,684
Capital Outlay	0	131,815	0	0	0	0
TOTALS	819,349	974,369	922,517	982,917	869,905	919,641
TOTAL SEWERAGE UTILITY FUND						
Personnel Services	2,382,003	2,554,385	2,424,573	2,538,498	2,293,883	2,520,210
Operating Expenses	8,400,380	8,555,158	9,397,070	10,647,631	10,315,416	10,363,339
Capital Outlay	45,967	177,824	0	0	0	0
Debt Service	2,258,129	2,261,086	2,195,114	2,279,269	2,279,269	4,018,491
Non-Expenditure Items	0	0	0	0	10,000	0
TOTAL EXPENDITURES	13,086,478	13,548,452	14,016,757	15,465,398	14,898,568	16,902,040

POSITION ANALYSIS SUMMARY
2010 BUDGET

	2006 Actual	2007 Actual	2008 Actual	2009 Approved Budget	2009 Projected	2010 Proposed Budget
SEWERAGE UTILITY FUND						
Administration	7.33	7.33	6.33	5.33	5.33	4.83
Distribution	19.00	19.00	19.00	19.00	19.00	19.00
Maintenance	8.00	8.00	8.00	8.50	8.50	8.50
Field Maintenance	5.00	5.00	5.00	5.00	5.00	4.00
TOTAL POSITIONS	39.33	39.33	38.33	37.83	37.83	36.33

The 2006 Approved Budget eliminates a vacant Shift Supervisor. The 2007 Approved Budget saw no personnel changes. In 2008, a Engineer's Representative III position was abolished. There were no other changes in Bureau of Sewer. In 2009, the position of Paralegal in Administration was transferred to the Department of Administration in Operations and Revenue. In Maintenance Distribution, half of the funding of a Laborer III was transferred to Public Works City Services. In 2010, the Deputy City Solicitor has been fully funded out of the Office of the City Solicitor. Also a vacant Field Maintenance Specialist II has been eliminated

BUREAU OF SEWERAGE
ADMINISTRATION DIVISION

The Bureau of Sewerage, also identified as the Advanced Wastewater Treatment Facility (AWTF), through a lease agreement, operates the sewerage conveyance and treatment system for The Harrisburg Authority (THA). The management structure of this bureau consists of four divisions: Administration, Operations, Maintenance, and Field Maintenance. The Administration Division oversees the entire operation of the AWTF. The major revenue sources include metered and unmetered usage of the system, both for the City and six suburban municipalities served by the AWTF: Steelton; Paxtang and Penbrook Boroughs; and Lower Paxton, Swatara, and Susquehanna Townships; as well as corresponding utility liens. Other revenue sources are sludge handling charges, laboratory fees, industrial user charges, and sale of electricity.

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

Utility Fund

2910 Administration Division

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET ALLOCATION
Salaries-Mgmt	166,966	Plant Superintendent	1 70,000
Salaries-BU	76,079	Director Admin and Maint	1 58,328
Overtime	0	Computer Programmer III	0.50 25,042
Fringe Benefits	116,382	Current Planner	0.33 13,596
Miscellaneous	60,700	Total Management	2.83 166,966
TOTAL	420,127		
		Administrative Assistant I	2 76,079
OPERATING EXPENSES		Total Bargaining Unit	2 76,079
Communications	17,535		
Professional Services	131,588		
Utilities	0	Overtime	0
Insurance	303,533		
Rentals	0	FICA	18,930
Maintenance & Repairs	31,000	Healthcare Benefits - Active	54,877
Contracted Services	3,044,009	Healthcare Benefits - Retirees	42,575
Supplies	20,230		
Minor Capital Equipment	0	Total Fringe Benefits	116,382
TOTAL	3,547,895		
		Sick Leave Buy-Back	2,400
		Severance Pay	2,000
CAPITAL OUTLAY	0	Unemployment Compensation	8,000
		Workers' Compensation Fees	2,000
DEBT SERVICE	4,018,491	Loss Time/Medical	41,000
		State Fees	1,300
NON-EXPENDITURES	0	Excess Policy and Bond	4,000
		Non-Uniformed Pension	0
TOTAL APPROPRIATION	7,986,513	Total Miscellaneous	60,700
		TOTAL	4.83 420,127

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Administration Division

OBJECTIVE: To properly oversee the management of the Advanced Wastewater Treatment Facility (AWTF).

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
# of internal site inspections by the City's engineers	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<u>Meetings required per year:</u>					
Facility staff meetings (weekly)	<u>52</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>52</u>
Safety meetings (quarterly)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
Total number of meetings required per year	<u>56</u>	<u>56</u>	<u>56</u>	<u>56</u>	<u>56</u>

BUREAU OF SEWERAGE
OPERATIONS DIVISION

The Operations Division, the largest division in the Bureau, is responsible for the physical, biological, and chemical treatment of wastewater in conformance with federal and state regulations. The wastewater must pass through several processes to reduce pollutants. The by-product of these processes is sludge. Sludge is pumped into primary and secondary digesters causing the anaerobic bacteria in the digesters to consume organic matter in the sludge and thereby producing gas containing 60% methane. All the methane gas produced is utilized by the facility's cogeneration system to fuel two engine driven 400 kilowatt generators, which produce electricity and space heat. The space heat is an energy source used for heating the AWTF buildings and sludge digesters. The electricity is sold to PPL Corporation at the rate of \$.06 per kilowatt hour. The plant also produces pure oxygen, which is used in the activated sludge system for aeration purposes. The treated wastewater is disinfected with chlorine prior to discharge into the Susquehanna River.

Two major projects undertaken since 1985 at the AWTF under the Mayor's Energy and Revenue Development Program include the burning of methane gas to generate electricity and treatment improvements which allow the AWTF to process sludge from outside wastewater plants and private customers not on the Harrisburg sewerage system. Methane gas, previously vented into the atmosphere, now serves as the fuel for electrical energy sold for use in area homes and businesses. The added sludge processing business is accomplished with no increase in staffing and minimal additional treatment costs, thus providing new revenue, while addressing energy and pollution-control needs of the region. Over 46,735,319 kilowatts hours of electricity have been generated since 1986.

EXPENDITURE ANALYSIS DETAIL
2010 BUDGET

Utility Fund

2920 Operations Division

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries-Mgmt	101,899	Pretreatment Coordinator	1	54,887
Salaries-BU	727,022	Shift Supervisor (AWTF)	1	47,012
Overtime	159,668			
Fringe Benefits	320,017	Total Management	2	101,899
TOTAL	1,308,606			
OPERATING EXPENSES				
		Lab Technician II	1	40,969
		Lab Technician IV	1	45,051
		Operator I - AWTF	3	115,301
Communications	0	Operator II - AWTF	1	39,320
Professional Services	0	Operator III - AWTF	1	42,200
Utilities	1,436,961	Operator IV - AWTF	9	404,468
Insurance	0	Water Meter Reader II	1	39,713
Rentals	744	Total Bargaining Unit	17	727,022
Maintenance & Repairs	189,500			
Contracted Services	3,193,522			
Supplies	467,500	Overtime		159,668
Minor Capital Equipment	0			
TOTAL	5,288,227	FICA		75,624
		Healthcare Benefits - Active		244,393
		Healthcare Benefits - Retirees		0
CAPITAL OUTLAY	0			
		Total Fringe Benefits		320,017
TOTAL APPROPRIATION	6,596,833	TOTAL	19	1,308,606

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Operations Division

OBJECTIVE: To manage the wastewater processing operation, which includes: preliminary, primary, and advanced secondary treatment; and cogeneration of electricity as a by-product of this operation.

2008 ACCOMPLISHMENTS:

Served an urban area of forty-three square miles, involving seven municipalities. Complied with revised effluent parameters issued with the new NPDES Permit. Accepted 13.2 million gallons of waste from other treatment plant processes.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Average daily wastewater flow (millions of gallons)	22.00 ^b	21.34 ^b	23.32 ^c	22.35	22.25 ^e
Kilowatt production to yield electricity for sale (millions)	2.15 ^a	1.62 ^a	2.40 ^c	3.21	2.35 ^e
Categories of laboratory samples for lab studies	12	12	12	12	12

Notes:

a Annual Report Exhibit XXII

b Annual Report Exhibit X

c Dec. Monthly Report Exhibit B

d Dec. Monthly Report Exhibit D

e Average of four previous years

BUREAU OF SEWERAGE
MAINTENANCE DIVISION

The Maintenance Division is responsible for the maintenance and upkeep of all process equipment located at the facility and the five pump stations. To accomplish this task, mechanics monitor the equipment and instruments necessary to control, maintain, and analyze the wastewater treatment process.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
Utility Fund		2930 Maintenance Division		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-Mgmt	57,251	Maintenance Supervisor	1	57,251
Salaries-BU	327,854			
Overtime	3,911	Total Management	1	57,251
Fringe Benefits	145,505			
TOTAL	534,521	Chief Electrician	1	50,868
		Maintenance Worker IV	5	225,255
OPERATING EXPENSES		Laborer II	1	34,173
		Laborer III	0.5	17,558
Communications	0			
Professional Services	0	Total Bargaining Unit	7.5	327,854
Utilities	0			
Insurance	0	Overtime		3,911
Rentals	0			
Maintenance & Repairs	14,300	FICA		29,757
Contracted Services	609,233	Healthcare Benefits - Active		115,748
Supplies	241,000	Healthcare Benefits - Retirees		0
Minor Capital Equipment	0			
TOTAL	864,533	Total Fringe Benefits		145,505
CAPITAL OUTLAY	0	TOTAL	8.5	534,521
TOTAL APPROPRIATION	1,399,054			

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Maintenance Division

OBJECTIVE: To repair and replace mechanical equipment necessary for the operations involved in wastewater treatment both at the facility and at the facility's five pump stations.

2008 ACCOMPLISHMENTS:

Mechanical problems were corrected in an acceptable amount of time. Many probable breakdowns were avoided through a preventative maintenance program and a systematic replacement policy for inventory parts.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Replacement and installation of integral parts of related AWTF equipment on an annual basis (7 day/24 hour operation) ^a	388 ^a	406 ^a	445 ^a	378	404 ^c
Total maintenance costs per year, including costs for preventive maintenance on mechanical equipment	\$431,107 ^b	\$467,546 ^b	\$446,497	\$379,971	\$431,280 ^c
Acres maintained at the Sewerage plant	8.50	8.50	8.50	8.50	8.50
Preventative maintenance checks per year ^d	52 ^c	52 ^c	52	52 ^d	52

Notes:

- a Number of incident reports requiring labor or parts
- b Annual Report
- c Average of four previous years.
- d Preventative maintenance performed once per week

BUREAU OF SEWERAGE
FIELD MAINTENANCE DIVISION

The Field Maintenance Division is responsible for the underground conveyance system which transports wastewater to the AWTF. The crew cleans numerous regulators and chambers. This process involves cleaning the equipment with forced water pressure to remove grit and residue. The Division also monitors the flow in six interceptors to determine if the sewer line is operating properly. Corrective action requires dislodging any impediments from the sewer line to allow for the proper flow of the sewerage through the pipeline.

The Operations, Maintenance, and Field Maintenance Divisions assist in landscaping and maintenance at the AWTF and five field pump stations.

EXPENDITURE ANALYSIS DETAIL 2010 BUDGET				
Utility Fund		2940 Field Maintenance Division		
Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2010 BUDGET	ALLOCATION
Salaries-BU	166,939	Field Maintenance Specialist II	2	90,102
Overtime	11,861	Field Maintenance Worker I	1	37,124
Fringe Benefits	78,157	Field Maintenance Worker II	1	39,713
TOTAL	<u>256,957</u>	Total Bargaining Unit	<u>4</u>	<u>166,939</u>
OPERATING EXPENSES				
		Overtime		<u>11,861</u>
Communications	0			
Professional Services	0	FICA		13,677
Utilities	177,840	Healthcare Benefits - Active		64,480
Insurance	0	Healthcare Benefits - Retirees		0
Rentals	0			
Maintenance & Repairs	12,000	Total Fringe Benefits		<u>78,157</u>
Contracted Services	457,844			
Supplies	15,000			
Minor Capital Equipment	0	TOTAL	<u>4</u>	<u>256,957</u>
TOTAL	<u>662,684</u>			
CAPITAL OUTLAY		0		
TOTAL APPROPRIATION		<u>919,641</u>		

ADVANCED WASTEWATER TREATMENT FACILITY

PROGRAM: Field Maintenance Division

OBJECTIVE: To maintain the wastewater flow through monitoring various segments of the collection system.

2008 ACCOMPLISHMENTS:

Maintained the integrity of the conveyance system and minimized combined sewer overflows. Regularly attended to pump stations, routine maintenance, and debris clearance from waterways.

MEASURES/INDICATORS:

	ACTUALS			EST.	PROJ.
	<u>FY2006</u>	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>
Flood chambers cleaned per week ^a	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>
Times per week the outfalls (wastewater discharge point to a receiving stream) are monitored ^b	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
Flow meters maintained	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>

Notes:

a (46 Flood Chambers) x (twice per week) = 92

b (Monitored once per day) x (two days - Saturday and Sunday) = 2
 (Monitored twice per day) x (five days - Monday through Friday) = 10

GLOSSARIES

GLOSSARY OF TERMS

A -

ACCRUAL BASIS - The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods or services are received (whether or not cash disbursements are made at that time).

ACTIVITIES - Specific services performed to accomplish program objectives and goals.

AGENCY FUND - Permanently established endowments where the annual income is used at the discretion of the organization in pursuit of a particular mandate.

ALLOCATION - The assignment or distribution of available resources such as revenue, personnel, buildings, and equipment among various City departments, bureaus, divisions, or offices.

APPROPRIATION - An authorization made by City Council which permits the City to incur obligations and to make expenditures or resources.

APPROVED (ADOPTED) BUDGET - The revenue and expenditure plan for the City for the fiscal year as enacted by City Council.

ARBITRAGE - Excess investment profits earned on the investment of lower-cost, tax-exempt bond proceeds.

ASSESSED VALUATION - The value placed upon real and personal property by the County tax assessor/appraiser as the basis for levying taxes.

ASSET - Property owned by the City which has monetary value.

AUDIT - Prepared by an independent certified public accounting firm, the primary objective of an audit is to determine if the City's general purpose financial statements present fairly the City's financial position and results of operations in conformity with the generally accepted accounting principles.

B -

BALANCED BUDGET - Proposed revenues and other resources equal proposed appropriations.

BOND - A long-term promise to repay a specified amount of money (the face value amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.

BUDGET - A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

BUDGET CALENDAR - The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT - A compilation of the spending and funding plans for the various funds, along with supporting narrative, schedules, tables, and charts which, in total, comprises the annual resource allocation plan.

BUDGET ORDINANCE - An ordinance considered and adopted by City Council to formally enact the proposed budget as amended.

BUDGET TRANSFER - Adjustment made to the budget during the fiscal year to properly account for unanticipated changes that occur in revenues and/or expenditures and for program initiatives approved during the fiscal year.

BUREAU - The largest organizational component within a department which design is tied to service output or function.

C -

CAPITAL IMPROVEMENT PLAN (CIP) - A multi-year plan to provide for equipment acquisition, improvement to public facilities, and construction of new facilities.

CAPITAL OUTLAY - Expenditures relating to the purchase of equipment, facility modifications, land, and other fixed assets.

CAPITAL PROJECTS FUND - A fund to account for the acquisition or construction of major capital facilities.

CASH BASIS - The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when actually paid.

GLOSSARY OF TERMS

CREDIT RATING - The credit worthiness of an entity, as evaluated by independent agencies such as Moody's Investors Service, Inc. and Standard and Poor's Corp.

D -

DEBT SERVICE - Payment of interest and principal on an obligation resulting from issuance of bonds and notes.

DEBT SERVICE FUND - A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

DEFICIT - An excess of liabilities and reserves of a fund over its assets.

DEPARTMENT - The largest organizational component of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DESIGNATED FUND BALANCE - A portion of unreserved fund balance assigned by City policy for a specific future use.

DIVISION - The largest organizational component within a bureau which design is tied to a specific service output or function.

E -

ENCUMBRANCE - A reservation of funds for an anticipated expenditure prior to actual payment for an item. Funds are reserved or encumbered once a contract obligation has been signed for an item, but prior to the cash payment actually being dispersed.

ENTERPRISE FUND - A fund used to account for revenues received for goods and services provided to the general public on a continuous basis and primarily financed through user charges.

EXPENDABLE TRUST FUND - Funds whose principal and income may be expended in the course of their designated operations. These funds may also be used to account for endowments whose principal may be expended in the course of their designated operations.

EXPENDITURE - Actual outlay of money for goods or services.

EXPENSE - Expenditures and other obligations (e.g., encumbrances) to expend money for goods and services.

F -

FICA - City's portion of mandatory Social Security contribution (6.20%) and mandatory Medicare contribution (1.45%) for its employees payable to the federal government.

FISCAL YEAR (FY) - A twelve-month period designated as the operating year for an entity. The fiscal year for the City of Harrisburg is January 1 - December 31.

FIXED ASSET - Asset of a long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined fixed assets as those with an expected useful life in excess of one year and an acquisition cost in excess of \$5,000.

FRINGE BENEFITS - Health and welfare related benefits for all full-time employees, such as medical, dental, vision, and life insurance coverage, and a prescription drug plan which are included in the employee's compensation package.

FUND - An accounting entity that records all financial transactions for specified activities or government functions. The six fund types used by the City are - General Fund, Capital Projects Fund, Debt Service Fund, Special Revenue Funds, Propriety (Utility) Funds, and Trust and Agency Funds.

FUND BALANCE - A cumulative excess of revenues over expenditures segregated by fund.

G -

GENERAL OBLIGATION BOND and NOTE - Forms of borrowing (debt financing) which reflect written promises from the City to repay sums of money on specific dates at specified interest rates backed by the full faith, credit, and taxing power of the municipality.

GOVERNMENTAL FUNDS - Funds that account for the services provided to the general citizenry as opposed to a specific group. These funds focus on current financial resources, emphasizing budgetary control and available cash.

GLOSSARY OF TERMS

GRANT - A sum of money allotted from a specific governmental or non-profit organization to be used under certain circumstances for a designated purpose(s).

I -

INFRASTRUCTURE - The basic physical framework or foundation of the City, referring to its buildings, roads, bridges, sidewalks, water system, and sewer system.

INTERFUND TRANSFER - A transfer of money from one fund of the City to another fund of the City.

L -

LIABILITY - Debt or other legal obligations arising out of transactions in the past which must be paid, renewed, or refunded at some future date.

LINE-ITEM BUDGET - A budget that lists detailed expenditure categories such as salary, postage, and maintenance service contracts. The specific amount budgeted is also listed by category.

LONG -TERM DEBT - Debt with a maturity of more than one year after date of issuance.

M -

MILL - A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

MILLAGE - The total tax obligation per \$1,000 of assessed valuation of property.

MODIFIED ACCRUAL - The method of accounting that is a mixture of both cash and accrual bases concepts. Revenues are recorded when they are both measurable and available to meet current liabilities. Expenditures are recorded when goods or services are received.

N -

NOTE - A short-term promise to repay a specified amount of money (the face value of the note) on a particular date (maturity date). Notes are primarily used to supplement current cash flow in anticipation of taxes and other revenues to be received, or to provide interim financing for capital projects in anticipation of the issuance of bonds.

O -

OBJECTIVE - A statement of purpose defined more specifically than a goal. (A goal may include several related objectives.) An objective normally indicates anticipated levels of achievement and is usually time limited and quantifiable.

OPERATING EXPENSES - Ongoing costs associated with sustaining City government operations such as: communications, professional fees, utilities, insurance, rentals, maintenance and repairs, contracted services, supplies, and minor capital.

ORGANIZATIONAL CHART - A chart representing the authority, responsibility, and relationships among departments, bureaus, and divisions within the City organization.

P -

PART I CRIME - Crimes that are classified as felonies, which are punishable by imprisonment. These crimes are more severe than a misdemeanor. These crimes consist of murder, rape, homicides, burglary, etc.

PART II CRIME - Crimes that are classified as misdemeanors, which are less offensive than felonies. These crimes consist of terroristic threats, trespassing, misconduct, theft, etc.

PART-TIME POSITION - A position regularly scheduled for no more than 25 hours per week.

PERFORMANCE-BASED BUDGETING - A method of allocating resources to achieve specific objectives based on program goals and measured results.

PERFORMANCE INDICATOR - A variable measuring the degree of goal and objective fulfillment achieved by programs.

PERSONNEL SERVICES - Expenditures relating to compensating employees of the City including wages, salaries, and special pay such as longevity, holiday, vacation, sick, personal, and bereavement; overtime and shift differential; fringe benefits such as FICA,

GLOSSARY OF TERMS

health, and life insurances; and miscellaneous expenditures such as pension plan contributions, workers' compensation, and unemployment compensation costs.

PROGRAM - An organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities.

PROPOSED BUDGET - The City's resource allocation plan for the fiscal year as prepared and recommended by the Mayor for consideration by City Council.

PROPRIETARY FUND - A fund that accounts for businesslike operations that intend to recover their full cost through charges to customers and users.

R -

RESOURCE ALLOCATION PLAN - The City's revenue and expenditure plan for the fiscal year.

REVENUE - Money received or collected by the City through taxation, licenses, grants, fees, fines, forfeitures, charges, investments, and interfund transfers.

REVENUE BOND - Long-term borrowing that is backed by the revenues from a specific project such as a water or sewer system improvement.

RISK MANAGEMENT - The coordinated and continuous effort to minimize potential financial and human resource losses arising from workers' compensation, liability, and property exposures.

S -

SPECIAL REVENUE FUND - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

T -

TAX & REVENUE ANTICIPATION NOTE – Short-term note issued on the premise that future tax collections and other revenues will be sufficient to meet repayment obligations, generally by the end of the calendar year.

TAX BASE - The total value of taxable property in the City.

U -

UNIT - The smallest organizational component within a bureau which by design further delineates the distribution of workload to achieve a specific output or function.

Y -

YIELD - The rate of return earned on an investment based on the cost of the investment.

GLOSSARY OF ABBREVIATED TERMS

ADA - Americans with Disabilities Act
AFSCME - American Federation of State, County, and Municipal Employees
AID - Assistance for Impact Delegation Team
ARB - Architectural Review Board
AWTF - Advanced Wastewater Treatment Facility
BTU - British Thermal Unit
BU - Bargaining Unit
CAC - Community Action Commission
CAD - Computer Aided Dispatch
CAFR - Comprehensive Annual Financial Report
CAT - Capital Area Transit
CBD - Central Business District
CCU H.E.L.P - Christian Churches United H.E.L.P.
C/D - Construction/Demolition Wastes
CDBG - Community Development Block Grant
CDC - Community Development Corporation
CED - Community & Economic Development
CFM - Cubic Feet Per Minute
CIP - Capital Improvement Plan
CLG - Certified Local Government
CREDC - Capital Region Economic Development Corporation
DARE - Drug Abuse Resistance and Education
DBHD - Department of Building and Housing Development
DEP - Department of Environmental Protection
DID - Downtown Improvement District
DJ - District Justice
DOA - Department of Administration
DPW - Department of Public Works
EIT - Earned Income Tax
EMS - Emergency and Municipal Services Tax
EOP - Emergency Operation Plan
EPA - Environmental Protection Agency
EZ COMP - Enterprise Zone Competitive Grant
FEMA - Federal Emergency Management Agency
FERC - Federal Energy Regulatory Commission
FICA - Federal Insurance Contributions Act
FMV - Fair Market Value
FOP - Fraternal Order of Police
FTE - Full-time Equivalent
FY - Fiscal Year
GAAP - Generally Accepted Accounting Principles
GFOA - Government Finance Officers Association of the United States and Canada
GIS - Geographic Information System
G.O. - General Obligation
HACC - Harrisburg Area Community College
HAND - Housing and Neighborhood Development
HARB - Harrisburg Architectural Review Board
HATS - Harrisburg Area Transportation Study Group
HBN - Harrisburg Broadcasting Network
HCEA - Harrisburg Community Economic Affairs
HDC - Harristown Development Corporation
HHA - Harrisburg Housing Authority
HoDAG - Housing Development Action Grant
HOP - Home Ownership Opportunity Program

GLOSSARY OF ABBREVIATED TERMS

HPA - Harrisburg Parking Authority
HPC - Harrisburg Planning Commission
HRA - Harrisburg Redevelopment Authority
HRRF - Harrisburg Resource Recovery Facility
HU - Harrisburg University
HUD - Housing and Urban Development
IAFF - International Association of Firefighters
LED - Light Emitting Diode
LTAP - Local Transportation Assistance Program
MBE/WBE - Minority Business Enterprise/Women's Business Enterprise
MCI - Managing Criminal Investigation
MCL - Maximum Contamination Level
MGMT - Management
MOED - Mayor's Office for Economic Development and Special Projects
MSA - Metropolitan Statistical Area
MSW - Municipal Solid Waste
NMAAH - National Museum of African American History
NPDES - National Pollution Discharge Elimination System
NTU - Nephelometric Turbidity Unit
OBID - Office of Business and Industrial Development
OMBE - Office of Minority Business Enterprise
OPT - Occupational Privilege Tax
PAL - Police Athletic League
PASSHE - Pennsylvania State System of Higher Education
PA-TF1 - Pennsylvania Task Force 1
PBB - Performance-Based Budgeting
PennDOT - Pennsylvania Department of Transportation
PIB - Pennsylvania Infrastructure Bank
PIDA - Pennsylvania Industrial Development Authority
pH - Percent Hydrogen
PHEAA - Pennsylvania Higher Education Assistance Agency
PPB - Performance Program Budget
PRPS - Pennsylvania Recreation and Park Society
PSB - Public Safety Building
PSECU - Pennsylvania State Employees Credit Union
PSU - Pennsylvania State University
REDDI - Regional Economic Development District Initiatives
RTS - Ready to Serve
SARAA - Susquehanna Area Regional Airport Authority
SBF - Small Business First
SHARP - Special Hazards Advanced Rescue Personnel
T & A - Trust and Agency
TAP - Traffic Accident Prevention
THA - The Harrisburg Authority
TRAN - Tax & Revenue Anticipation Note
TUH - Temple University Harrisburg
UCR - Uniform Crime Reporting
UDAG - Urban Development Action Grant
USAR - Urban Search and Rescue
USGS - United States Geological Service
VMC - Vehicle Management Center
WHBG - TV station run by Harrisburg Broadcasting Network
WPCACP - Water Pollution Control Association of Central Pennsylvania
ZHB - Zoning Hearing Board

BUDGET ORDINANCES